

AGENCY OVERVIEW

SOUND TRANSIT – THE CENTRAL PUGET SOUND REGIONAL TRANSIT AUTHORITY

How the agency was established

In the early 1990s, the Washington Legislature authorized King, Pierce and Snohomish counties to create a single agency – the Central Puget Sound Regional Transit Authority (Sound Transit) – to plan, build and operate a high-capacity transit system within the region’s most heavily used travel corridors. In September 1993, the Sound Transit board of directors held its first official meeting. The Sound Transit District includes the most urban parts of the three-county area and close to half of the state’s population.

Sound Move

In May 1996, the Sound Transit Board adopted *Sound Move*. The plan includes a mix of transportation improvements: high-occupancy vehicle (HOV) lane access improvements, ST Express bus routes, Sounder commuter rail and Link light rail. The plan includes new community “gateways” – connections in urban and suburban areas for communities to connect to the rest of the region. *Sound Move* is a comprehensive regional transit plan made up of almost 100 separate but interrelated capital and service projects. The plan also contains commitments to:

- Equitable revenue distribution. Local tax revenues will be used to benefit the five subareas of the Sound Transit District (Snohomish County, North King County, South King County, East King County and Pierce County) based on the share of revenues each subarea generates.
- Simultaneous work on projects in all subareas. Work will begin on projects in each of the subareas so benefits will be realized throughout the region as soon as possible. Projects likely to be implemented in the latter part of the first phase are those requiring extensive engineering and community planning.
- Coordinated services and integrated fares. Regional and local transit services will be coordinated and an integrated fare structure developed.
- System expansion or tax rollback. Any second phase capital program that continues using local taxes for financing will require voter approval within the Sound Transit District. If voters decide not to extend the system, Sound Transit will roll back the tax rate to a level sufficient to pay off outstanding debt, and operate and maintain the investments made as part of *Sound Move*.
- Annexations and extensions of service outside the Sound Transit District. Sound Transit may provide services outside the taxing district by contracting with local agencies. Areas that would benefit from Sound Transit services may be annexed into the Sound Transit District if citizens within those areas vote for annexation.
- Public accountability. Sound Transit will hire independent auditors and appoint a citizen committee to monitor Sound Transit’s performance in carrying out its public commitments. Citizens will be directly involved in the placement, design and implementation of facilities in their communities.

Voter approval

On November 5, 1996, voters in the three-county Sound Transit District approved the local taxes necessary to fund the regional bus and rail transit systems described in *Sound Move* by a 56.5 percent to 43.5 percent margin. The measure received a majority of votes in each of the three counties in the Sound Transit District (58.8 percent in King County, 54.4 percent in Snohomish County and 50.1 percent in Pierce County).

**Ballot Title
Proposition No. 1
Regional Transit Authority**

To implement a regional rail and express bus system linking Tacoma, Seattle, Bellevue, Everett, other cities, and Sea-Tac Airport, shall the Regional Transit Authority impose a sales and use tax of up to four-tenths of one percent and a motor vehicle excise tax of three-tenths of one percent to provide the local share of funding towards the \$3.9 billion estimated cost of the system, as provided in Resolution 75 and the “10-year Regional Transit System Plan?”

SOUND TRANSIT'S MISSION, GOALS AND MEASURES OF SUCCESS

Sound Transit's mission

Sound Transit's mission is to build and operate an integrated regional high-capacity transportation system serving the three-county Sound Transit district. The services include commuter rail, light rail and regional bus services and capital facilities. Sound Transit is implementing its *Sound Move* regional plan in partnership with public agencies, jurisdictions, private sector and other interests, and the citizens of the Sound Transit District. *Sound Move* calls for a mix of transportation improvements throughout the region.

Sounder commuter rail

- An 82-mile Sounder commuter rail system with 12 stations using existing railroad tracks between Everett, Seattle, Tacoma and Lakewood.

Link light rail

- Approximately 21 miles of new Central Link light rail transit connecting the University of Washington, Capitol Hill, First Hill, downtown Seattle, Southeast Seattle, Tukwila and SeaTac.
- The Initial Segment of the Central Link line is a 14-mile route that connects downtown Seattle and Southeast Seattle with a South 154th Street Station in Tukwila near the Seattle-Tacoma International Airport.
- A 1.6-mile Link light rail line in Tacoma connecting the downtown, business, theater and university districts with local and ST Express regional buses and Sounder commuter rail services at the new Tacoma Dome Station.

Regional Express bus and facilities

- Sound Transit is funding direct access ramps to 100 miles of freeway, bus and carpool lanes to ensure fast and reliable local and regional bus service, encourage carpool and vanpool use, and eliminate the need for buses and carpools to weave through general traffic at freeway entrances and exits.
- 19 new ST Express regional bus routes to better connect cities and suburbs throughout the region and link with other local and regional transit services.
- Community Connections, such as transit centers, park-and-ride lots, and pedestrian and bicycle improvements to provide local access to the regional transit network.

Sound Transit's goals

- Build and operate an integrated regional high-capacity transportation system serving the three-county Sound Transit districts.
- Maintain a sense of community ownership while planning, designing, building and operating the system.
- Maintain a high standard of excellence, innovation, quality, and a progressive “can do” attitude while responding in a timely way to the needs of the communities served by the agency.

Sound Transit's measures of success

- High-quality projects completed on time and within budget.
- Services are well used and customer satisfaction is high.
- Checks and balances ensure accountability to the community.
- Staff, consultants and contractors are accountable to the Sound Transit Board.
- Projects are developed with the help of meaningful community involvement and participation.
- Technical expertise is appropriate to implement the system, and a lean organization reflects the Sound Transit District's values and diversity.
- Maximum local participation, including Minority/Women/Disadvantaged Business Enterprise firms, has been achieved in Sound Transit contracting.
- Projects include innovative design and operating features that benefit Sound Transit's customers and will attract new riders.
- Partnerships are created that leverage Sound Transit's investments and/or reduce project costs.

2003 ACCOMPLISHMENTS

As Sound Transit moves into 2004, the agency can look back on 2003 and point to significant accomplishments in projects and services.

Sounder commuter rail

Everett-Seattle

- Completed final negotiations with BNSF in December 2003 for service agreement.
- Began regular commuter service in December 2003.

Tacoma-Seattle

- Tacoma Dome Station and Reservation Junction Connector: Completed the permanent station at Tacoma Dome Station at Freighthouse Square and the connection between the BNSF mainline tracks and the new station.
- BNSF Track and Signal improvements: Phase 1 improvements substantially completed and nearly 10 percent of the Phase 2 work completed.
- Station Completion: Finalized agreements with Kent and Auburn to complete station and surrounding roadway construction.

Lakewood-Tacoma

- BNSF Negotiations: Completed final negotiations with BNSF in December 2003.
- Began right-of-way acquisition for a short segment of new track and new right-of-way between Freighthouse Square and the BNSF Lakeview Subdivision line.

Operations

- Served Sounder's two-millionth rider.
- Received delivery of all remaining Sounder vehicles and negotiated lease arrangements to ensure asset protection and to generate revenue.
- Provided special services to selected Mariner and Seahawk weekend games.

Regional Express

Capital projects completed/opened for service:

- DuPont Park-and-Ride Project was completed and opened for service in February 2003. A dedication ceremony was held January 27, 2003. The project was completed under budget and provides a transit center with 109 parking stalls. The facility is located next to the BNSF railroad, thus facilitating convenient co-location in the event that Sounder commuter rail services are extended to DuPont.
- Lynnwood Transit Center opened for service in September 2003 and an agreement has been reached with Community Transit for operations and maintenance.
- Construction of the SE 8th segment of the Bellevue Direct Access Project was completed.
- Construction of the rider services building for the Overlake Transit Center was completed.
- Phase 2 of construction of the I-90 @ Sunset Interchange Project was completed.

- Phase 3 of construction for the Sound Transit-funded phases of the SR-99 Transit Lanes @ Lynnwood Project was completed.

Design and Right-of-Way Activity

At the end of 2003, 18 Regional Express projects were in the preliminary engineering/environmental documentation phase and five projects were in the right-of-way acquisition phase. PE/ED was completed for the Issaquah Highlands Park-and-Ride, Sammamish Park-and-Ride and 317th Direct Access projects. Right-of-way (ROW) acquisition was completed for the Lynnwood Direct Access, Federal Way Transit Center, and Bellevue Transit Center projects. Design was completed for the Federal Way Transit Center.

Construction Contracts Awarded

Construction contracts were awarded for the Lynnwood Direct Access Project, the Ash Way Direct Access Project, the NE 4th/6th segment of the Bellevue Direct Access Project, demolition and construction management in support of the Federal Way Transit Center, the SR 900 Park-and-Ride Arterial Improvements Project, and the Redondo Heights Park and Ride Project.

Key Third Party Interlocal Agreements

HOV agreement with Washington State Department of Transportation.

Environmental Activity

The I-90 Draft EIS was published and extensive public outreach occurred. The preferred alternative was identified by the Steering Committee for I-90 Two Way Transit Operations. Environmental documentation was completed for the Sammamish Park-and-Ride lot.

ST Express Bus Service

ST Express Regional Bus service surpassed 20 million riders in 2003, achieving a major agency milestone. Weekday ridership in 2003 surpassed 26,000 boardings per day. Significant service improvements were implemented in the Seattle-Everett and Bellevue-South King County corridors during September 2003. Off-peak travel time between Everett and Seattle was reduced by 20 minutes and service between Bellevue and Auburn was doubled, going from every 60 minutes to every 30 minutes during the midday and from every 30 minutes to every 15 minutes during peak periods. The 2003 Service Implementation Plan , authorizing service improvements from 2004 through 2006 was approved by the board in December 2003.

Bus Vehicles

Sound Transit took delivery of a 40-foot diesel/electric hybrid bus from New Flyer of America. This bus will be tested on ST Express routes and on local routes operated by our transit agency partners through late 2004, at which time it will become part of Sound Transit's regular transit fleet. In addition, Sound Transit has joined with King County Metro in issuing a Request for Proposal (RFP) for 60-foot diesel/electric buses to replace the current fleet operating in the Downtown Seattle Transit Tunnel (DSTT). The 22 new tunnel buses allotted to Sound Transit will be delivered starting in late 2004, with delivery completed by the end of 2005.

Link light rail

- **Initial Segment:** Progress continued on the design of various contract packages for the Central Link light rail Initial Segment. The design of the Pine Street Stub Tunnel (D520) reached 90%, and the Downtown Seattle Transit Tunnel (D500) retrofit for joint bus and light rail operation was completed in 2003. The Central Link Maintenance and Operations Facility (C810) and the E-3 Busway trackway and station (C700) were completed and advertised for bid (see construction description below). The Beacon Hill Tunnel and subway station (D710) design was completed. This includes the construction of an 18-foot diameter test shaft that would help in the final design, which was also completed in 2003. The elevated guideway section and station (D720) design was completed. The Rainier Valley (D735) civil design was completed and five contractors were pre-qualified to perform the work. Requests for proposals were issued to the five firms and proposals were received in October. Finally, the Tukwila Freeway route design (D755) reached 60% in 2003.
- **North Link:** During 2003, conceptual engineering was completed on the alternatives and the North Link Draft Supplemental EIS was published in November. In early 2004 the Sound Transit Board will identify the Preferred Alternative and preliminary engineering will start on that alternative.
- **Airport Link:** In January 2003, Sound Transit and the Port of Seattle signed an agreement in principle for extending the Sound Transit alignment to Sea-Tac Airport by 2011. In April the Port retained a consultant to prepare a Comprehensive Development Plan (CDP) for the airport. Sound Transit is coordinating closely with this effort, which will continue into 2004.
- **Key Third Party Interlocal Agreements:** All key third party interlocal agreements were completed and approved by the Sound Transit Board and its partners prior to the submittal of the FFGA in 2002. In 2003, several follow-up agreements were executed. Based on the DSTT agreement that was executed in May 2002, Sound Transit and King County executed an interlocal agreement that provides for King County to operate and maintain the Central Link system. In summer 2003, Sound Transit, King County and WSDOT executed follow-up agreements to the E-3 Umbrella Agreement that allowed construction to start on the E-3 Busway. Under the City of Seattle MOA, the fifth supplement was executed, as was a construction services agreement and an undergrounding of utilities agreement on Martin Luther King Jr. Way. Several design services and construction services task orders were executed with WSDOT per the Umbrella Agreements executed in 2002.
- **Construction Activity:** The demolition and clean-up contract for the Central Link Operations and Maintenance Facility (C600) was completed ahead of schedule and under budget. Work on the C705 contract, which included the widening of the busway and installation of new transmission poles, was completed ahead of schedule. Bids were opened for the E-3 Busway (C700) and the operations and maintenance facility (C810) on June 12th. The low bidder was almost \$16 million below the engineer's estimate. Work on these two contracts started in November 2003. The procurement for the light rail vehicles was awarded in December 2003.
- **Full Funding Grant Agreement (FFGA):** In February, the Federal Transit Administration (FTA) rated the Initial Segment "highly recommended," the highest possible rating under the New Starts program. Shortly after that the Bush Administration included \$75 million in the adopted FY 2004 budget. On July 7, 2003 the Office of the Inspector General (OIG), U.S. Department of Transportation released its audit of the Initial Segment. After two years of scrutiny, the OIG report confirms that Sound Transit has met the requirements for receiving federal funds. On July 11, the FTA transmitted a \$500 million Full Funding Grant Agreement (FFGA) for the construction of the Initial Segment to Congress for review. After a 60-day review by the FTA, followed by a period in Congressional committee review, Sound Transit was awarded a FFGA in late October. This paved the way for construction. The groundbreaking for the Initial Segment was on November 8, 2003.

- **Tacoma Link:** During 2003, work on the trackway, stations and electrical systems were completed and testing of the vehicles started in July. Train operators, supervisors and technicians were hired and trained prior to the start of the testing program. The service opened with great fanfare on August 22, 2003. Early ridership numbers are exceeding projections.

Agencywide

- **Public Art Program:** During 2003 the art program added the following to its list of completed projects: Five Tacoma Link stations, DuPont Park-and-Ride lot, Lynnwood Transit Center, Sunset Interchange, and Beacon Hill test shaft sound walls. Proposals and specifications were completed for all artworks to be integrated into the construction of Central Link. All proposals have been reviewed and approved. Three new Regional Express art projects were begun: Kirkland Direct Access, Federal Way @ 317th, and Sammamish Park and Ride.
- **Accessibility:** Three major Mobility Initiative Program (MIP) projects were completed in 2003. Web-based and print versions of the Regional Accessible Transit Guide were published in March and the web-based guide will be updated with each service change. The Talking Signs infrared Demonstration Project was completed in June. Staff is compiling results of the project and will make a recommendation on further deployment. A contract was granted in August to fabricate and install Braille and raised letter bus bay markers at all Sound Transit facilities.
- **Project Control:** Project Control made significant improvements to the Agency Monthly Progress Report resulting in its recognition by FTA/PMOC as what other agencies should aspire to. Also, Project Control completed an update to the *Sound Move* Program Management Plan. Project Control has also led an agencywide project management education effort in partnership with UW Transpeed (Transportation Partnership in Engineering Education Development). Project Control has kicked off an internal Project Management Initiative charged with establishing project baseline requirements, project evolution mapping, project deliverables and team roles and responsibilities. The goal of this initiative is to define a unified approach for Sound Transit projects with clearly understood expectations.
- **Research and Technology:** The Research and Technology program continued in its mission to implement and evaluate new transit technologies that improve the effectiveness and efficiency of public transit. Accomplishments in 2003 included start of the hybrid diesel-electric bus demonstration project, continued work on the multimodal advanced traveler information project, and development of the mobile data communications demonstration project. In addition, the Research and Technology program began work on the transit technology initiatives stemming from the Sound Transit Technology Plan. These initiatives included implementation of a closed circuit TV/ passenger information system, to both enhance the security of our passengers and provide them with real-time transit information. Also, further development of the corridor transit technology initiative, which will enhance operating and customer service technologies in specific transit corridors, and regional projects which also benefit our partner agencies, such as an interagency paratransit operations and consistent and reliable radio communications.
- **Phase II Planning:** Progress continued this year in evaluating and developing implementation concepts for high-capacity transit (HCT) elements of new transportation proposals. Accomplishments include collaborating with WSDOT and transit partners on the I-405 Congestion Relief and Bus Rapid Transit Project on a 10-year Bus Rapid Transit line plan concept, and identifying HCT elements of the EIS alternatives for the SR 520 and Bridge Replacement and HOV Project. In addition, advance Phase II planning work began focusing on future phase financial capacity, priority corridors, and new project investment opportunities throughout the RTA.

- **Fare integration:** The Puget Pass Program fulfills the Sound Move commitment for a "single ticket ride" on Sound Transit, Community Transit, Everett Transit, King County Metro, and Pierce Transit, as well as Kitsap Transit and the Washington State Ferries. The Puget Pass program, which has been in effect since September 1999, is made possible through a regional revenue and reconciliation agreement that is managed by the Fare Integration Program. In July 2003, the Fare Integration Program began a yearlong on-board survey to provide up-to-date data for regional revenue reconciliation. The Fare Integration Program also manages Sound Transit's institutional pass program, which includes U-Pass, GoPass, and approximately 160 FlexPass agreements with the region's major employers. The Fare Integration Program funds and manages Sound Transit's implementation of the Regional Fare Coordination ("Smart Card") project, scheduled to be in operation by 2006. Funding from the Fare Integration Program, which was approved by the board in 2003, was also key to bringing other regional partners into the Regional Fare Coordination project.

THE SOUND TRANSIT DISTRICT BOUNDARY

The Sound Transit District, shown on page nine, includes the most congested urban areas of King, Pierce and Snohomish counties. The Sound Transit District boundary lines generally follow the urban growth boundaries created by each county in accordance with the state Growth Management Act.

The Sound Transit District:

- shows the area where high-capacity transit services will be added to our transportation system;
- establishes representation on the Sound Transit Board as prescribed by state law;
- shows the area in which local taxes authorized by voters to help finance *Sound Move* will be collected;
- demonstrates how regional services and facilities can support growth management goals and adopted land use plans.

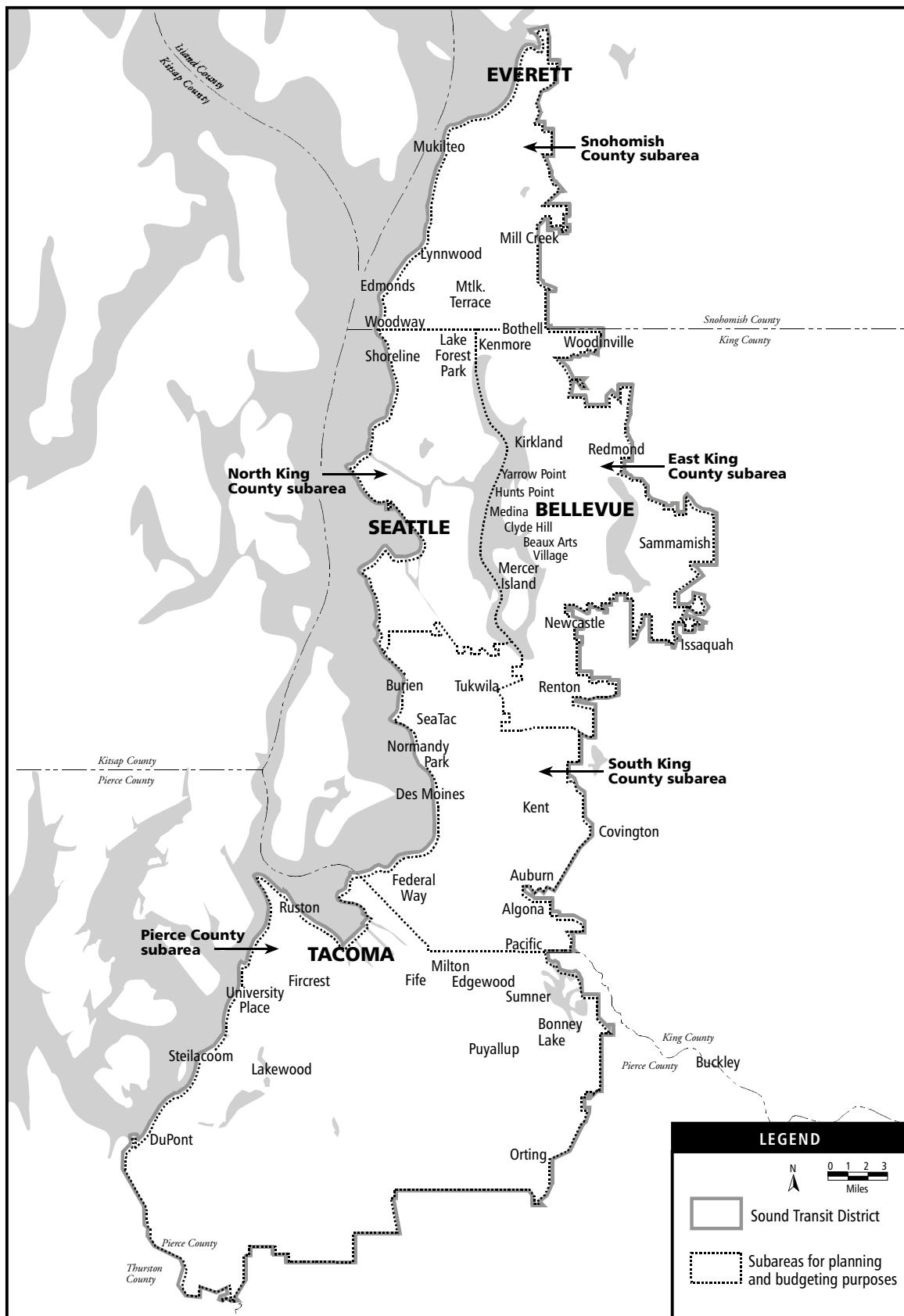
Effective Jan. 1, 1999, the Sound Transit Board approved the withdrawal of approximately half of the City of Covington from the Sound Transit District. The City of Covington was incorporated in the same election in November 1996 that voters approved tax levies to implement *Sound Move*. As a result, a portion of Covington was within the district and a portion outside of the district.

The city petitioned the board to withdraw completely from the district, and the board approved the city's request.

Effective Jan. 1, 2002, the Issaquah Highlands area of the City of Issaquah was annexed into the Sound Transit District.

On June 13, 2002, the Sound Transit Board authorized changes to the existing agency's narrative boundary description that includes the annexed Issaquah Highlands area, and replaced references to precinct boundaries and city limit lines with geographical landmarks or references based on the public land survey system.

SOUND TRANSIT DISTRICT



Sound Transit district subareas

The Sound Transit District is divided into five geographic subareas for planning and budgeting purposes. The system components in *Sound Move* address unique needs in each of these subareas. Local tax revenues and related debt for projects and services are utilized to benefit the subareas generally in proportion to the level of revenues each subarea generates.

Snohomish County: The Snohomish County subarea of the Sound Transit District includes the cities of Brier, Edmonds, Everett, Lynnwood, Mill Creek, Mountlake Terrace, Mukilteo and Woodway. In 2001, the Snohomish County subarea had an estimated population of 402,000 residents, accounting for 65 percent of the Snohomish County population.

North King County: The North King County subarea includes the cities of Seattle, Shoreline and Lake Forest Park. In 2001, the North King subarea had an estimated population of 634,000, accounting for 36 percent of King County's entire population.

South King County: The South King County subarea includes the cities of Algona, Auburn, Burien, Des Moines, Federal Way, Kent, Normandy Park, Pacific, SeaTac and Tukwila. Since 1990, this has been the fastest growing area of King County. In 2001, the South King subarea had an estimated population of 514,000 residents, 29 percent of King County's population.

East King County: The East King County subarea includes the cities of Beaux Arts, Bellevue, Bothell, Clyde Hill, Hunts Point, Issaquah, Kenmore, Kirkland, Medina, Mercer Island, Newcastle, Redmond, Renton, Woodinville and Yarrow Point. In 2001, the East King subarea had an estimated population of 449,000 residents, accounting for 26 percent of King County's population.

The combined three King County subareas account for 91 percent of the total King County population.

Pierce County: The Pierce County subarea of the Sound Transit District includes the cities of Bonney Lake, DuPont, Edgewood, Fife, Fircrest, Lakewood, Milton, Orting, Puyallup, Ruston, Steilacoom, Sumner, Tacoma and University Place. In 2001, the Pierce County subarea had an estimated population of 568,000 residents, accounting for 80 percent of the Pierce County population.

SOUND TRANSIT BOARD OF DIRECTORS

Sound Transit is governed by an 18-member board made up of 17 elected officials and the Washington State Department of Transportation (WSDOT) secretary. The local elected officials include mayors, city councilmembers, county executives and county councilmembers from within the Sound Transit District. Each county is represented by one boardmember per 145,000 people living within that county. Currently, the Sound Transit Board includes three members from Snohomish County, 10 from King County, four from Pierce County and the WSDOT secretary. Boardmembers from each county are appointed by their respective county executive and confirmed by their county council. The appointment process includes consultation with local cities and towns.

By state law, appointments must include an elected city official representing the largest city in the participating county and proportional representation from other cities and unincorporated areas. To help assure coordination between local and regional transit plans, half the appointments in each county must be officials who serve on the local transit agency board.

Sound Transit boardmembers elect the board officers, including a chair and two vice chairs, every two years. The chair presides over all board meetings and is also a voting member. Additional information on the Sound Transit Board including its structure, meeting schedules and locations, standing committees and actions can be accessed at the Sound Transit Web site at www.soundtransit.org.

All board sessions are open to the public, and comments are invited and strongly encouraged.

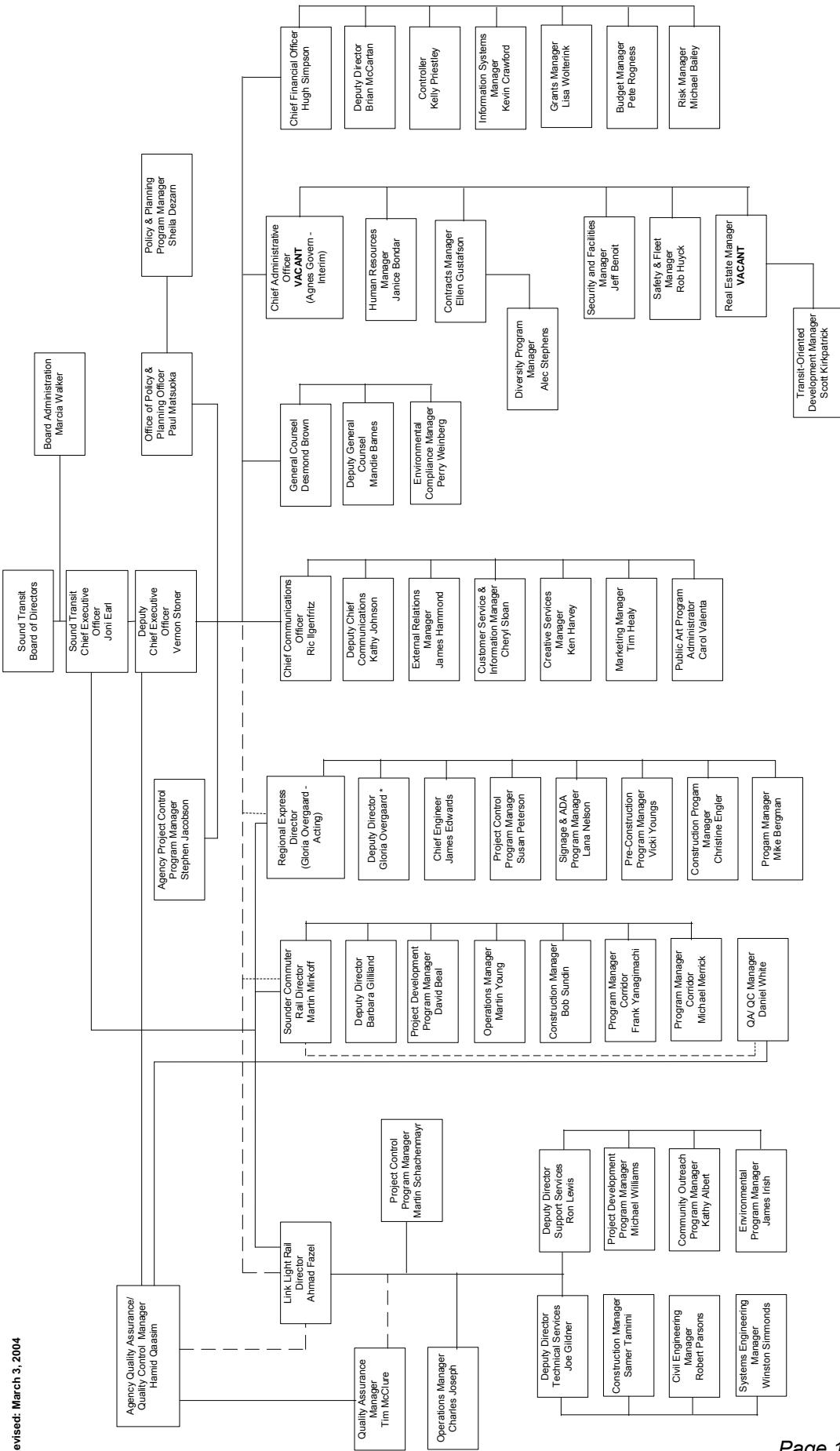
MANAGEMENT ORGANIZATION

Sound Transit's management organization is designed to ensure achievement of Sound Transit Board's mission, goals and measures of success, and to reflect the agency's partnerships with its citizens, customers and communities. Sound Transit's management organization is shown in the following organizational chart.



Sound Transit Management Organization

Revised: March 3, 2004



CITIZEN OVERSIGHT PANEL

The Sound Transit Board's commitment to public accountability is a significant theme in the policies that frame *Sound Move*. During the first quarter of 1997, the Sound Transit Board appointed members to the first Citizen Oversight Panel (COP). The provision for and commitment to a COP is contained in the agency's adopted financial policies ["Public Accountability" (*Sound Move* financial policies, May 31, 1996, p. B7)]:

"To insure that the 10-year construction program development and implementation occurs within the framework and intent of these policies, Sound Transit will:

- (a) conduct an annual comprehensive performance audit through independent audit services;
- (b) appoint and maintain for the 10-year construction period a COP, charged with an annual review of Sound Transit's performance audit and financial plan, for reporting and recommendations to the Sound Transit Board."

COP mission

As an independent body, the COP reviews Sound Transit's performance toward achieving its commitments to the public and provides recommendations regarding its performance. The COP's responsibility is to provide the Sound Transit Board and the public with a regular report card.

Citizen Oversight Panel (COP) members (membership as of 1/1/04)

Larry Shannon, Chair	Rea Hagan
Stephen Wamback, Vice-Chair	Miriam Helgeland
Arlington Carter Jr	Bill LaBorde
Darrell Chapman	Karen Miller
Marcus Courtney	Al Stipe
Bertha Eades	Open Position
Ray Gould	Open Position
Virginia Gunby	

Areas of responsibility

The COP monitors and provides recommendations concerning Sound Transit's performance in meeting its public commitments in the following policy areas:

- public participation in plan implementation
- evaluation of project alternatives and recommendations
- management of annual capital / operating budgets and finance plan
- regional fund management
- equity, subarea budgets and financial reporting
- adherence to project schedules and budgets

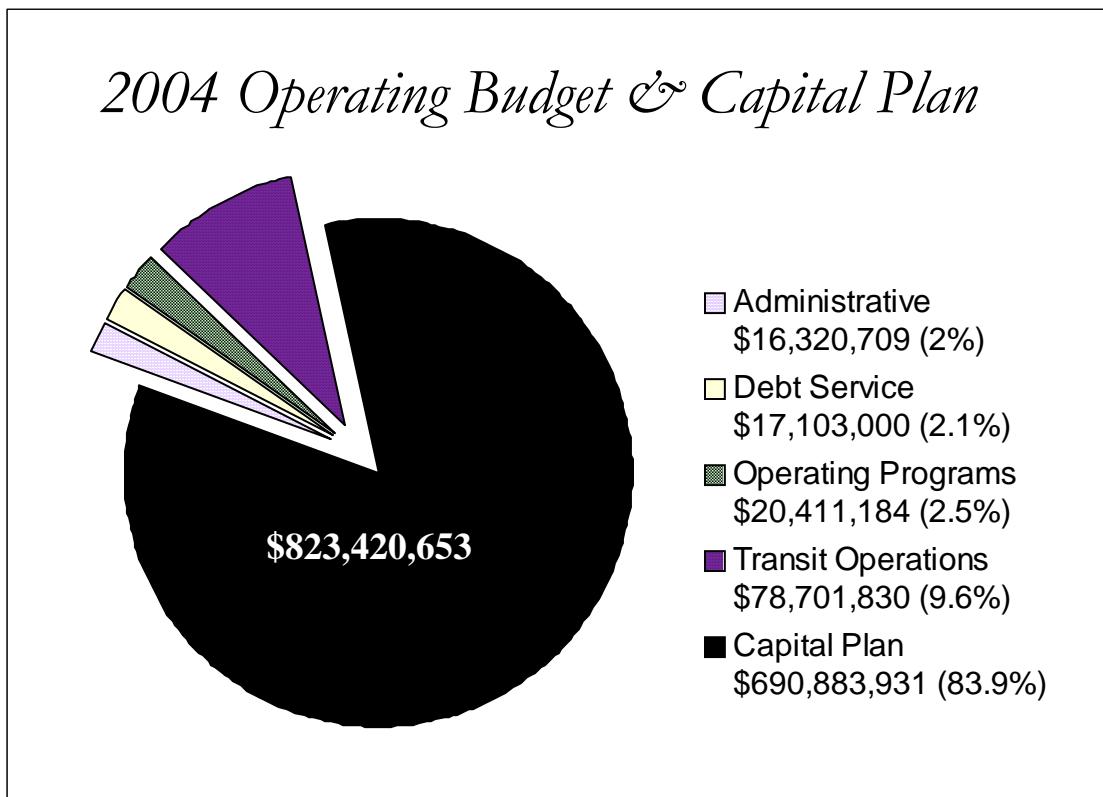
Reports on Sound Transit performance

The COP has delivered thirteen semi-annual reports on Sound Transit's performance in meeting its commitments to the public, beginning with the 1997 Midyear COP Report. Some of the action plans in the Adopted 2004 Budget are responsive to COP observations and concerns outlined in its most recent reports. All COP performance reports can be accessed on the Sound Transit Web site at www.soundtransit.org/stbusiness/cop/copreports.

ADOPTED 2004 BUDGET SUMMARY

INTRODUCTION

The Adopted 2004 Budget represents the eighth full year of Sound Transit's *Sound Move*. It contains the agency's 2004 operating budget and a Phase I capital spending plan. Sound Transit uses the January-to-December calendar year for its budget and fiscal year. The total budgeted operating and capital plan for fiscal year 2004 is \$823.4 million; \$115.4 million for operations and maintenance net of \$17.1 million in capitalized interest and \$690.9 million for capital (see below).



The Adopted 2004 Budget also contains revenue forecasts for the fiscal year 2004. Sound Transit will collect an estimated \$409.8 million in revenues and other financing sources in 2004. Total 2004 tax revenues include \$208.5 million in Retail Sales and Use Tax revenue and \$63.8 million in Motor Vehicle Excise Tax and Rental Car Tax revenues. In 2004, Sound Transit anticipates receiving \$96.0 million in federal grants, \$12.7 million in farebox revenues, \$22.6 million in interest earnings on cash and investments, and \$6.2 million in miscellaneous revenues.

How to read the budget

The budget is organized according to the agency's nine departments. The three lines of business (LOBs) – Sounder commuter rail, Link light rail and Regional Express bus service – are each broken out under a separate tab. The corporate departments are grouped under the Administration tab. Included at the end of the Administration section is a Central Costs budget

that captures some general agency expenses such as depreciation, agency dues/memberships, and fees related to the Puget Sound Regional Council (PSRC). Also included is a Community Development Fund (CDF) Summary that highlights the program and the respective Adopted 2004 Budget.

Each departmental section includes objectives and action plans and a detailed staff operating budget. In addition to this information, the three LOB sections also include a program summary, their respective transit operations budgets, risk assessments for capital projects, a capital spending plan summary, project descriptions and detailed estimated 2004 capital outlays. Components of the operating and capital budgets are described below.

Objectives and action plans

Each departmental section includes a listing of the objectives and action plans for 2004 that describe overall long-term strategic goals and specific 2004 actions to work toward those goals.

Departmental staff operating budgets

Each of Sound Transit's nine departments have a detailed operating budget which consists of expenses for salaries and benefits, services, materials and supplies, miscellaneous expenses, leases and rentals, and other expenses. The operating budgets are presented in each department's section.

The departmental staff operating budget tables are organized into four columns: *2002 Actuals*, *Adopted 2003 Budget*, *2003 Actuals*, and *Adopted 2004 Budget*. As the agency has continued to grow during the last two years, there have been a number of changes in accounting and organizational structures. As a result, these four budget columns are not always directly comparable.

The *2002 Actuals* column contains figures from actual expenditures recorded in 2002. The *Adopted 2003 Budget* column contains the agency's adopted operating expenses for the prior budget year. The *2003 Actuals* column represents expenses and outlays for 2003. The data in the actual columns is shown on an accrual basis consistent with that used in the *Adopted 2004 Budget* column.

As part of the Adopted 2001 Budget, new O&M projects were created for operating expenses for leases, rentals and other noncapitalizable expenses related directly to line of business activity. These costs are considered general and administrative and are expensed at the subarea level.

Departmental transit operations budgets

The Adopted 2004 transit operations budgets are similar in format and elements to the departmental operating budgets described above. Summary transit operations tables follow each LOB Program Summary. Transit Operations expenses are detailed by programs or categories of expense, accompanied by notes giving additional detail about the origins or purposes of expenses.

Risk assessments

The Adopted 2004 Budget contains risk assessments for all capital projects for each LOB. These assessments identify project risk factors that have budget and schedule implications. In some cases, a great deal is known about the project scope, location and community expectations, and the public process for permitting and local jurisdictional participation is advanced. However, other projects are earlier in the planning stages; and environmental factors, community input, engineering modifications or other changes could substantially alter the schedule of outlay of funds. The risk assessments included in each capital budget section discuss in greater detail the

particular risks associated with each project. Each project reports on the following types of information:

Budget Risk

- **Type of budget estimate:** Identifies the type of budget estimate that is currently being used for the project. These include: allocation (“round number” project budgets agreed upon by stakeholders during the development of *Sound Move*), planning (preliminary conceptual estimate developed for specific sites based on limited project information), conceptual engineering, scoping (estimate based on development of horizontal and vertical alignments to determine itemized right-of-way and construction costs on a per-unit basis), PE/ED (estimate based on preliminary engineering/environmental design), and construction (estimate based on full design drawings, specifications, and known unit prices).
- **Risk level:** Overall risk level for project, classified as high, medium or low.
- **Budget risk:** A check mark denotes those projects that have significant risk to completing the project on budget.
- **Right-of-way costs:** A check mark denotes those projects with potential for higher than budgeted right-of-way costs.
- **Scope expansion:** A check mark denotes those projects that may not be able to absorb additional costs and changes desired by all parties.
- **Coordination and linkage:** A check mark denotes those projects with community issues or conflicts and difficult project interfaces with other parties.

Schedule Risk

- **Risk level:** Overall risk level for project, classified as high, medium or low.
- **2003 Budget schedule:** The schedule for start of service in the Adopted 2003 Budget.
- **2004 Budget schedule:** The schedule for start of service in the Adopted 2004 Budget.
- **Project status:** Current status of project, including CE (conceptual engineering), PE/ED (preliminary engineering/environmental design), FD (final design), Start-up, CO (construction) and not initiated.

Departmental capital spending plans

Each of the LOBs also has a 1997-2009 capital spending plan, including a project-by-project listing of capital outlays. These plans include only the costs for building the initial Phase I *Sound Move* projects, plus any changes to *Sound Move* adopted by the board. A map illustrating these capital plans is included in each LOB’s budget summary. Capital programs that are managed by corporate departments are listed with the managing department under the Administration tab.

Agency administrative capital costs are charged to the Regional Fund. The Regional Fund capital spending plan also includes capital outlays related to the Research and Technology Fund and Fare Integration.

All agency capital asset investments, such as computers and small equipment, are charged to the Regional Fund Capital Budget. Subsequent depreciation for that equipment is charged to the Central Costs Department. Project assets are charged to transit operations budgets.

The capital spending plans are summarized by a series of tables showing project outlays by year and subarea. Following these summary tables are the individual capital project pages. The top

portion of each capital project page contains general information about the project including the project name, description, and cost summary. The cost summary presents each project's total capital cost estimate in three formats in year-of-expenditure dollars (YOE\$): (1) baseline budget as approved by the board; (2) the Current Budget, which reflects the latest board-approved budgets; and (3) the Adopted 2004 Budget.

Under the updated agency budget policies adopted by the board in July 2002, each capital project is assigned a baseline budget as adopted by the board. This budget reflects the final cost estimate for a project when all of the following elements have been clearly defined; (1) completion of PE has reached 30 percent, (2) key third party agreements are finalized, (3) final right-of-way plans are established, (4) Record of Decision (ROD)/Finding of no Significant Impact (FONSI) has been issued, and (5) a single well-defined scope is to be advanced into final design. The individual capital budget pages reflect baseline budgets for those projects that have met the established baseline criteria.

Starting with the 2003 budget, long-term operating and maintenance (O&M) costs are no longer shown within the agency's capital budget. However, summaries of long-term, Phase I O&M costs are captured in the introductory section and within the transit operations portion of each LOB budget section.

TOTAL OPERATING BUDGET AND CAPITAL PLAN SUMMARY

The Revenue and Expense Summary on the following page reflects a "Total Operating and Maintenance Budget" that reconciles to the *Sound Move* cost allocation method. When the agency purchases a capital asset, it is included in the capital budget as a capital outlay. Once in service, the asset is subsequently depreciated annually over its useful life. This depreciation is counted as an operating expense. The voter-approved *Sound Move* program included capital outlays, but did not "double count" the outlay by again recording the depreciation of the asset. The summary adjusts the agency's operating budget to subtract out depreciation so as to generate a total that matches the *Sound Move* accounting methodology and avoids double counting the capital outlays.

An Operating Budget and Capital Plan Summary follows the Revenue and Expense Summary. This table reflects total agency gross staff operating budgets, "nondepartmental" components, transit operations, other operating projects, and operational expenses related to fare integration and transit oriented development. The table shows the allocation of support department costs to the LOBs and the allocation of administrative costs to capital projects and to transit operations consistent with the methodology adopted for audited financial statements (see *Allocation and Capitalization Methodology* later in this section).

The Operating Budget and Capital Plan Summary by department provides a side-by-side summary of the flow of operating expenses in each department into capital projects, transit operations and other operating projects. On that table, line five shows the assignment of administrative costs from departments providing services to those generating those activities. Line eight then summarizes the operating costs capitalized to projects as described in the *Allocation and Capitalization Methodology* section. Line 20 provides a summary of the operating budget net of depreciation and the portion of debt service that is capitalized. Line 25 identifies total capital costs for the year 2004.

Sound Transit Revenue and Expense Summary

I. REVENUES & OTHER FINANCING SOURCES

	2002 ACTUAL REVENUES	ADOPTED 2003 BUDGET	2003 ACTUAL REVENUES	ADOPTED 2004 BUDGET
Retail Sales and Use Tax	\$204,566,076	\$201,592,205	\$208,847,060	\$208,460,601
Motor Vehicle Excise Tax & Car Rental Tax	60,470,940	59,252,838	61,189,339	63,810,128
Federal Grants	78,088,359	60,530,000	25,189,969	96,000,000
Farebox Revenue	9,225,387	12,144,999	11,624,552	12,744,560
Interest Earnings	42,922,494	25,451,012	26,691,679	22,574,414
Miscellaneous Revenue ¹	12,690,540	11,693,001	12,624,059	6,207,761
Bond Proceeds	-	-	-	-
TOTAL REVENUES & OTHER FINANCING SOURCES	\$407,963,797	\$370,664,055	\$346,166,658	\$409,797,464

II. EXPENSES AND OUTLAYS

	2002 ACTUAL EXPENSES	ADOPTED 2003 BUDGET	2003 ACTUAL EXPENSES	ADOPTED 2004 BUDGET
OPERATING BUDGET				
Salaries and Benefits	\$23,801,710	\$32,731,066	\$27,415,514	\$34,051,277
Leases & Rentals	2,269,827	2,261,715	2,221,106	\$2,403,163
Services	6,242,303	7,769,899	6,378,283	\$8,944,420
Materials and Supplies	1,098,842	1,196,096	1,038,618	\$1,040,129
Miscellaneous Expenses	1,671,532	2,434,917	1,978,810	\$2,370,952
Other Expenses	1,280,007	1,621,840	1,217,445	1,636,500
Depreciation	2,937,121	2,851,374	2,810,341	2,984,356
<i>Subtotal Operating Budget</i>	39,301,342	50,866,907	43,060,118	53,430,797
Allocation to Capital	(18,706,106)	(29,309,262)	(20,939,972)	(27,781,778)
Allocation to Tr. Ops & Op Projs.	(8,013,974)	(3,326,002)	(3,437,263)	(6,180,180)
Transit Operations & Allocs.	63,764,234	80,679,382	75,050,130	97,935,418
Op. Projects, Interest & Allocs.	24,696,196	38,257,453	24,572,322	37,537,245
<i>Total Operating Budget</i>	101,041,692	137,168,477	118,305,335	154,941,501
Adjustment for Non-cash Items	(31,614,505)	(31,025,698)	(32,376,838)	(39,507,779)
<i>TOTAL NET OPER. BUDGET</i>	69,427,187	106,142,779	85,928,497	115,433,722
CAPITAL PLAN				
Capital Outlays	257,858,918	525,312,218	302,634,758	662,012,152
Miscellaneous Capital Outlays	888,296	869,500	869,000	1,090,000
Costs Allocated to Capital	18,706,106	29,309,262	20,939,972	27,781,778
Capitalized Interest	17,076,025	14,680,000	14,660,184	17,103,000
<i>TOTAL CAPITAL OUTLAYS</i>	294,529,344	570,170,980	339,103,914	707,986,931
<i>TOTAL OPERATING BUDGET AND CAPITAL OUTLAYS</i>	\$363,956,531	\$676,313,759	\$425,032,411	\$823,420,652

Notes

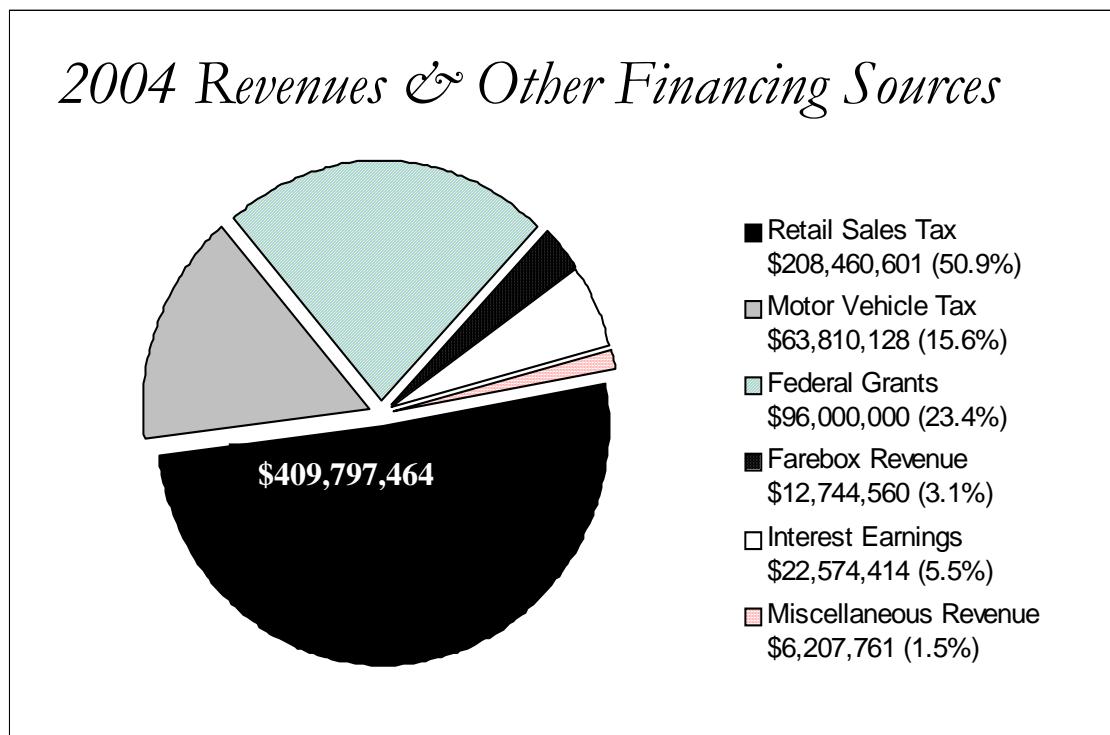
1. Includes contributions from local jurisdictions, REX advertising revenues, and rental income from Sound Transit properties.

Adopted 2004 Operating Budget and Capital Plan Summary

	SOUNDER	LINK	REG. EXP.	BOARD	EXEC	LEGAL	ADMIN.	COMMS.	FINANCE	CENTRAL	CDF	TOTAL	
I. OPERATING BUDGET													
1 Operating Expenses	3,080,537	9,092,599	4,250,709	653,739	4,265,776	2,145,375	8,139,160	6,010,435	8,624,754	583,723	163,774	47,010,581	
2 Noncapitalizable Op. Exps.	-	4,620	500	-	6,000	500	335,424	5,000	1,007,500	2,076,316	-	3,435,860	
3 Depreciation	-	-	-	-	-	-	-	-	-	2,984,356	-	2,984,356	
4 Subtotal Operating Budget	3,080,537	9,097,219	4,251,209	653,739	4,271,776	2,145,875	8,474,584	6,015,435	9,632,254	5,644,395	163,774	-	53,430,797
5 Allocated From (To) Other Dep'ts.	4,209,147	7,892,151	5,436,815	(2,665,829)	(2,000,670)	(3,382,164)	(5,003,295)	(4,486,155)	-	-	-	-	-
6 Gross Operating Budget	7,289,684	16,989,370	9,688,024	653,739	1,605,947	145,205	3,471,289	2,633,271	5,146,099	2,660,039	163,774	50,446,441	53,430,797
7 Gross Op. Budget Less Deprec.	7,289,684	16,989,370	9,688,024	653,739	1,605,947	145,205	3,471,289	2,633,271	5,146,099	2,660,039	163,774	50,446,441	53,430,797
8 Allocated to Capital	(5,174,763)	(16,616,133)	(5,990,882)	-	-	-	-	-	-	-	-	(27,781,778)	
9 Alloc. to Transit Operations	(2,114,921)	(368,617)	(3,696,642)	-	-	-	-	-	-	-	-	(6,180,180)	
10 Alloc. to Other Op. Projects	-	-	-	-	-	-	-	-	-	-	-	-	
11 Gross Op. Budget w/ Adjusts.	-	4,620	500	653,739	1,605,947	145,205	3,471,289	2,633,271	5,146,099	5,644,395	163,774	19,468,838	
12 Transit Operations	16,482,978	3,080,334	52,958,338	-	-	-	-	-	-	-	-	72,521,650	
13 Transit Depreciation	6,803,552	2,573,594	9,856,442	-	-	-	-	-	-	-	-	19,233,588	
14 Costs Alloc. to Transit Ops	2,114,921	368,617	3,696,642	-	-	-	-	-	-	-	-	6,180,180	
15 Total Transit Operations	25,401,451	6,022,545	66,511,422	-	-	-	-	-	-	-	-	97,935,448	
16 Other Operating Projects & Interest	100,000	2,024,116	350,000	-	14,325,558	-	465,000	-	5,000	-	17,289,835	37,537,245	
17 TOTAL OPERATING BUDGET	25,501,451	8,051,231	66,861,922	653,739	15,931,505	145,205	3,936,289	2,638,271	5,146,099	22,934,230	3,141,510	154,941,501	
18 Less Depreciation & Amortization	(6,803,552)	(2,573,594)	(9,856,442)	-	-	-	-	-	-	-	-	(22,404,779)	
19 Less Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	(17,103,000)	
20 NET OPERATING BUDGET	18,697,899	5,477,687	57,005,480	653,739	15,931,505	145,205	3,936,289	2,638,271	5,146,099	2,660,039	3,141,510	115,433,722	
II. CAPITAL PLAN													
21 Project Capital Outlays	221,300,388	314,444,388	118,042,380	-	5,906,040	-	100,000	2,218,957	-	-	-	662,012,152	
22 Administrative Capital Outlays	-	-	-	-	70,000	-	175,000	-	845,000	-	-	1,090,000	
23 Allocation to Capital	5,174,763	16,616,133	5,990,882	-	-	-	-	-	-	-	-	27,781,778	
24 Capitalized Interest	5,683,071	8,307,491	3,112,438	-	-	-	-	-	-	-	-	17,103,000	
25 TOTAL CAPITAL OUTLAYS	232,158,222	339,368,012	127,145,700	-	5,976,040	-	275,000	2,218,957	845,000	-	-	707,986,931	
26 Less Capitalized Interest	(5,683,071)	(8,307,491)	(3,112,438)	-	-	-	-	-	-	-	-	(17,103,000)	
27 NET CAPITAL OUTLAYS	226,475,151	331,060,521	124,033,262	-	5,976,040	-	275,000	2,218,957	845,000	-	-	690,883,931	
NET OPERATING & TOTAL CAPITAL BUDGET													
28 (line 20+ line 25)	250,856,121	344,845,699	184,151,179	653,739	21,907,545	145,205	4,211,289	4,857,228	5,991,099	2,660,039	3,141,510	823,420,653	

REVENUE SUMMARY

Sound Transit will collect an estimated \$409.8 million in revenues and other financing sources in 2004. Total 2004 tax revenues include \$208.5 million in Retail Sales and Use Tax revenue and \$63.8 million in Motor Vehicle Excise Tax and Rental Car Tax revenues. Tax revenues are slightly higher than originally forecast in *Sound Move* due to a more refined estimate of Sound Transit's tax base, the addition of Rental Car Tax revenues, and more vigorous economic growth throughout the Sound Transit District from 1997 to 2000. In 2004, Sound Transit anticipates receiving \$96.0 million in federal grants, \$12.7 million in farebox revenues, \$22.6 million in interest earnings on cash and investments, and \$6.2 million in miscellaneous revenues which includes contributions from local jurisdictions, Regional Express advertising revenues, and rental income from Sound Transit properties. While the Adopted 2004 Budget does not contain any revenue from issuance of bonds, the agency is continually evaluating the cost/benefit of bond issuance and may issue bonds in 2004 if market conditions are favorable.



STAFF OPERATIONS BUDGET SUMMARY

Staff operating budget

Sound Transit's staff operating budget, including depreciation, increased from \$50.9 million in the Adopted 2003 Budget to \$53.3 million in the Adopted 2004 Budget. These costs include salaries and benefits for all agency nonoperational employees, materials and supplies, utilities, insurance, depreciation, leases and rentals and other miscellaneous expenses.

The Adopted 2004 Budget represents a \$2.4 million (5 percent) increase from the Adopted 2003 Budget. \$1.3 million of this increase is due to the costs of additional staff related to the agency's ramped-up construction activity. To effectively manage the increased construction activity in Regional Express bus service, Sounder commuter rail and Link light rail, the Adopted 2004 budget contains 8.8 additional staff over 2003 budget levels. (See "Appendix A: Sound Transit 2004 Staffing Plan" for details). These staff levels do not include positions for operations of Tacoma Link, which are listed under *Transit Operations Budget Summary* later in this section.

Consultant/management services have increased by \$0.6 million (22 percent) from the Adopted 2003 Budget. This is mainly due to the treatment of agencywide project control costs, which are not directly attributable to a line of business. In the past, these indirect costs were charged directly to the capital project. For 2004, these costs will be initially charged to the Executive Department, then allocated as part of the overall agency allocation process.

Sound Transit Staff Operating Budget Change Summary

Department	Adopted 2003 Budget	Proposed 2004 Budget	\$ Change	% Change	Adopted 2003 FTE	Proposed 2004 FTE	FTE Change
Administration	8,316,503	8,474,584	\$158,081	2%	65.0	64.0	(1.0)
Board Administration	658,674	653,739	(4,935)	-1%	6.0	5.4	(0.6)
Communications	6,805,294	6,015,435	(789,859)	-12%	42.4	38.4	(4.0)
Executive	3,088,531	4,271,776	1,183,245	38%	19.0	18.6	(0.4)
Finance & Information Technology	9,005,193	9,632,254	627,061	7%	55.0	56.0	1.0
Legal	2,201,186	2,145,875	(55,311)	-3%	15.0	17.0	2.0
Link	10,790,231	9,097,219	(1,693,012)	-16%	81.3	83.0	1.8
Regional Express	4,124,983	4,251,209	126,226	3%	41.0	42.0	1.0
Sounder	2,743,938	3,080,537	336,599	12%	25.0	29.0	4.0
Central Costs	3,132,374	5,644,395	2,512,021	80%	-	5.0	5.0
CDF Staff		163,774					
Total Staff Operating Budget	\$50,866,907	53,430,797	\$2,400,116	5%	349.6	358.4	8.8
CDF		2,977,736	2,977,736	NA			
Total Staff Operating Budget	\$50,866,907	\$56,408,533	\$5,377,852	11%	628.2	647.3	19.1

Sound Transit Staff Operating Budget Summary

	2002 ACTUALS	ADOPTED 2003 BUDGET	2003 ACTUALS	ADOPTED 2004 BUDGET
SALARIES AND BENEFITS				
Salaries	\$ 16,376,893	\$ 22,934,794	\$ 18,656,269	\$ 23,286,398
Benefits	7,424,817	9,796,272	8,759,245	10,764,879
<i>Subtotal</i>	<i>23,801,710</i>	<i>32,731,066</i>	<i>27,415,514</i>	<i>34,051,277</i>
SERVICES				
Consultant/Management	2,942,525	2,987,160	2,150,119	3,635,750
Legal	337,104	420,000	485,815	290,000
Accounting/Auditing	650,796	607,500	532,413	750,000
Maintenance	576,765	563,596	342,223	458,578
Hardware/Software Maint.	-	437,920	422,905	787,270
Printing/Binding	109,501	405,450	148,306	366,950
Advertising/Marketing	219,990	303,600	138,633	302,000
Interlocal Agreements	4,619	199,000	172,258	536,098
Other Services	1,401,003	1,845,673	1,985,611	1,817,774
<i>Subtotal</i>	<i>6,242,303</i>	<i>7,769,899</i>	<i>6,378,283</i>	<i>8,944,420</i>
MATERIALS AND SUPPLIES				
Office Supplies	306,206	275,800	386,802	293,145
Postage	80,194	179,620	53,529	118,000
Small Equipment/Furniture	625,376	444,326	428,058	355,604
Other Materials & Supplies	87,066	296,350	170,229	273,380
<i>Subtotal</i>	<i>1,098,842</i>	<i>1,196,096</i>	<i>1,038,618</i>	<i>1,040,129</i>
MISCELLANEOUS EXPENSES				
Dues & Memberships	224,334	171,368	239,881	236,804
Travel & Meetings	362,689	448,855	315,982	428,032
Books & Subscriptions	59,044	62,398	61,415	75,589
Training	155,141	291,451	126,200	298,738
Contingency	-	150,000	-	175,000
Other Misc. Expenses	870,324	1,310,845	1,235,334	1,156,789
<i>Subtotal</i>	<i>1,671,532</i>	<i>2,434,917</i>	<i>1,978,810</i>	<i>2,370,952</i>
LEASES AND RENTALS				
Admin. Facilities Rental	1,995,075	1,937,724	1,960,864	2,092,968
Leased Vehicles/Parking	198,048	176,243	168,237	191,167
Meeting Space	3,701	28,900	4,334	29,000
Leased Furniture & Eqpt.	73,004	118,848	87,671	90,028
<i>Subtotal</i>	<i>2,269,827</i>	<i>2,261,715</i>	<i>2,221,106</i>	<i>2,403,163</i>
OTHER EXPENSES				
Utilities	440,128	593,269	509,183	603,803
Insurance	446,826	1,000,000	687,910	1,002,000
Interest Expense	13,400	28,471	16,221	29,000
Depreciation	2,937,121	2,851,374	2,810,341	2,984,356
Taxes	379,653	100	4,131	1,697
<i>Subtotal</i>	<i>4,217,128</i>	<i>4,473,214</i>	<i>4,027,786</i>	<i>4,620,856</i>
TOTAL STAFF OPERATIONS	\$39,301,342	\$50,866,907	\$43,060,118	\$53,430,797

Sound Transit Staff Operating Change Summary

	ADOPTED 2003 BUDGET	ADOPTED 2004 BUDGET	\$ CHANGE	% CHANGE
SALARIES AND BENEFITS				
Salaries	22,934,794	23,286,398	351,604	2%
Benefits	9,796,272	10,764,879	968,607	10%
<i>Subtotal</i>	32,731,066	34,051,277	1,320,210	4%
SERVICES				
Consultant/Management	2,987,160	3,635,750	648,590	22%
Legal	420,000	290,000	(130,000)	-31%
Accounting/Auditing	607,500	750,000	142,500	23%
Maintenance	563,596	458,578	(105,018)	-19%
Hardware/Software Maint.	437,920	787,270	349,350	80%
Printing/Binding	405,450	366,950	(38,500)	-9%
Advertising/Marketing	303,600	302,000	(1,600)	-1%
Interlocal Agreements	199,000	536,098	337,098	169%
Other Services	1,845,673	1,817,774	(27,899)	-2%
<i>Subtotal</i>	7,769,899	8,944,420	1,174,521	15%
MATERIALS AND SUPPLIES				
Office Supplies	275,800	293,145	17,345	6%
Postage	179,620	118,000	(61,620)	-34%
Small Equipment/Furniture	444,326	355,604	(88,722)	-20%
Other Materials & Supplies	296,350	273,380	(22,970)	-8%
<i>Subtotal</i>	1,196,096	1,040,129	(155,967)	-13%
MISCELLANEOUS EXPENSES				
Dues & Memberships	171,368	236,804	65,436	38%
Travel & Meetings	448,855	428,032	(20,823)	-5%
Books & Subscriptions	62,398	75,589	13,191	21%
Training	291,451	298,738	7,287	3%
Contingency	150,000	175,000	25,000	17%
Other Misc. Expenses	1,310,845	1,156,789	(154,056)	-12%
<i>Subtotal</i>	2,434,917	2,370,952	(63,965)	-3%
LEASES AND RENTALS				
Admin. Facilities Rental	1,937,724	2,092,968	155,244	8%
Leased Vehicles/Parking	176,243	191,167	14,924	8%
Meeting Space	28,900	29,000	100	0%
Leased Furniture & Eqpt.	118,848	90,028	(28,820)	-24%
<i>Subtotal</i>	2,261,715	2,403,163	141,448	6%
OTHER EXPENSES				
Utilities	593,269	603,803	10,534	2%
Insurance	1,000,000	1,002,000	2,000	0%
Interest Expense	28,471	29,000	529	2%
Depreciation	2,851,374	2,984,356	132,982	5%
Taxes	100	1,697	1,597	1597%
Mitigation Payments		0	0	NA
<i>Subtotal</i>	4,473,214	4,620,856	147,642	3%
TOTAL STAFF OPERATIONS	\$ 50,866,907	\$ 53,430,797	\$ 2,563,890	5%

Allocation and capitalization methodology

Approximately 64 percent (\$34.0 million) of the \$53.3 million staff operating budget is allocated either to capital projects, transit operations or is a non-capital line of business expense. The remaining 36 percent (\$19.2 million) represents the net staff operating budget for the agency. These costs are summarized in the table below.

Allocation of the Staff Operating Budget

	<i>Total Staff Operating Budget</i>	<i>Allocated Costs</i>	<i>Net Staff Operating Budget</i>
Support Departments¹	\$33,784,821	\$17,538,113	\$16,246,708
Lines of Business²	16,497,845	16,497,845	0
Depreciation³	2,984,356	0	2,984,356
Total	\$53,267,022	\$34,035,958	\$19,231,064

¹ Includes Board Administration, Executive, Legal, Administrative Services, Communications, Finance & Information Technology, and Central costs. Approximately 52% of the costs of these departments are allocated to capital projects, transit operations and non-capital line of business expense.

² Includes staff costs for Link light rail, Sounder commuter rail, and Regional Express. All expenses of these departments are allocated to capital projects, transit operations and non-capital line of business expense.

³ Depreciation of staff-related capital assets is not allocated to projects or to transit operations.

The Adopted 2004 Budget allocates about 52 percent of support department costs to the capital projects and transit operations in the three LOBs. These costs are distributed by an activity-based allocation model that distributes costs to departments based on their use of the service or resource. For example, a portion of accounting's costs is distributed to lines of business based on the relative share of total agency invoices that were processed for that department. That is, a line of business with 25 percent of the agency's invoices for a given period would be assigned 25 percent of the costs of the accounting unit. Other division costs are allocated on other activity "drivers," such as direct wages, computer users and square footage of space occupied by each division. For budgeting purposes, these activity drivers are estimated for the coming year. The actual expenses are ultimately allocated based on actual activity drivers.

Budget for costs allocated from support departments to the LOBs are included in the departments' capital and operating project budgets. These budgets are calculated based on projections of the costs for each within the agency's long-term cost forecast model. The costs assigned to capital projects are "capitalized" – captured as part of the capital projects' total costs. The costs assigned to operating projects are counted as annual expenses for these projects. Miscellaneous capital outlays (such as computers and small equipment not directly related to the projects) are recorded as Regional Fund fixed assets, even if the costs are incurred by a modal department.

It is the policy of Sound Transit to capitalize expenses for items that cost more than \$5,000 and have useful lives that are greater than one year. Such costs are capitalized into fixed asset accounts within the balance sheet. Sound Transit's balance sheet contains separate accounts for fixed assets as described by the Washington State Budget and Accounting Reporting System. Fixed assets are tracked through the agency's enterprise resource planning system, and are reconciled by asset account. Expenses for capital projects under construction are reported on the balance sheet in a construction in progress account. When construction is completed and the

asset placed in service, the asset will then be recorded as a fixed asset and associated depreciation will be recorded.

The Adopted 2004 Budget records all debt service payments as nondepartmental operating expenses so that total debt service payments are identifiable. It then allocates a portion of those debt service payments as capitalized interest to capital projects, consistent with generally accepted accounting principles.

As a result of input from the agency's financial auditor, it was determined that certain staff operations costs (insurance, taxes, operating leases and rentals, depreciation and amortization) should not be capitalized but rather expensed. In addition, some of the agency's capital projects have not progressed as rapidly as initially anticipated, resulting in a need to reevaluate Sound Transit's cost allocation system. As a result of this change, Sound Transit is expensing more general and administration costs. These costs are captured as "noncapitalizable costs" within each department. This approach will allow the agency to reflect more accurately the true costs of its capital assets once completed, and ultimately have lower operating costs for its transportation services.

Subarea financial structure and allocations

The subarea equity principle is an integral part of the regional transit system approved by the voters in 1996 and included in the agency's Appendix B: Financial Policies. The subarea principle is defined in Appendix B as "utilizing local tax revenues and related debt for projects and services which benefit generally in proportion to the level of revenues each subarea generates. Appendix B also defines Phase I as the period in which subarea equity will be evaluated. A determination of whether subarea equity is achieved will occur at the end of Phase I. To this end, the agency has developed an accounting system that tracks all transactions, i.e., revenues, expenses and capital outlays at the subarea level. On an annual basis, management represents the accuracy of the subarea data which has an annual agreed upon procedures report issued by the agency's independent auditor in conjunction with the financial and federal audit processes. Additionally, the Washington State Auditor's Office audits the subarea data annually.

The vast majority of capital, transit operations, non-capital line of business expenses and revenues are solely attributable to a single subarea. For those transactions that span two or more subareas, the agency has developed a methodology based on Appendix A: Detailed Description of Facilities and Costs and Appendix B: Financial Policies. Transactions that require an allocation are based on drivers that are specific to each line of business. These drivers are derived from *Sound Move* assumptions in Appendix A and B and reviewed on an annual basis by independent auditors. Detailed below are the drivers used by each line of business that are interwoven throughout the budget document and incorporated into the agency's financial system for allocating costs between projects and subareas:

Sounder drivers:

- Track Miles: Examples of transactions allocated by track miles, include construction of track and facilities, electrical work on track and lighting and signs pertaining to trackwork.
- Ticket Vending Machines (TVMs): Examples of transactions allocated by ticket vending machines include the cost and installation of TVMs.
- Vehicles: Examples of transaction allocated by vehicles include the cost of vehicles and vehicle parts.

Link drivers (Initial Segment):

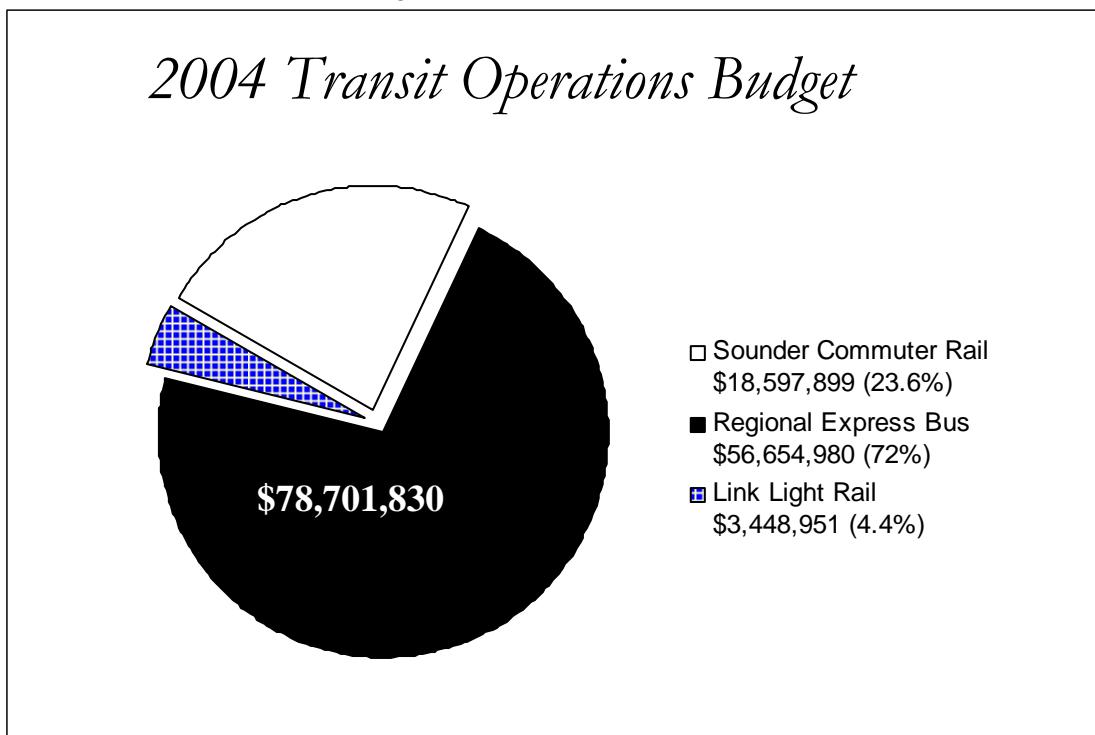
- Total Costs: Examples of transactions allocated by total costs include systemwide construction, engineering costs not geographically specific and agency costs.
- Fleet Requirement: Examples of transactions allocated by fleet requirement include vehicle costs, vehicle maintenance and maintenance base costs.
- Route Miles: Examples of transactions allocated by route miles include electrification systems and communication systems.
- Number of Stations: Examples of transactions allocated by the number of stations include ticket vending machines and signage.

Regional Express drivers:

- Project size: Examples of transactions allocated by project size include agency administrative costs, allocated administrative consultants and signage.
- Platform hours: Examples of transactions allocated by platform hours include bus and operating revenues and expenses.

TRANSIT OPERATIONS BUDGET SUMMARY

Transit operation expenses in 2004 (not including depreciation) consist of \$18.6 million for Sounder commuter rail service, \$56.7 million for Regional Express bus service and \$3.4 million for Link light rail operations in Tacoma. The total adopted transit operations budget represents a \$10.7 million (15.9%) increase over the Adopted 2003 Budget. This increase reflects a full year of Tacoma Link operations and increased services for both Sounder and Regional Express. More information on transit operations budgets is provided in the respective Sounder, Regional Express and Link sections later in this budget.



Agency Transit Operations Budget Summary

	2002 ACTUALS	ADOPTED 2003 BUDGET	2003 Actual	Adopted 2004 BUDGET
SALARIES AND BENEFITS				
Operating	-	1,014,643	908,895	1,192,568
Non-Operating	-	-	-	-
<i>Subtotal</i>	<i>-</i>	<i>1,014,643</i>	<i>908,895</i>	<i>1,192,568</i>
SERVICES				
Cleaning Services	1,634	121,700	19,738	260,658
Management service fee	472,529	599,598	745,753	573,800
Marketing	503,815	654,181	693,650	707,227
Maintenance of equipment	2,813,545	4,537,619	4,462,970	6,216,682
Maintenance of stations	648,891	1,589,577	617,723	1,632,245
Maintenance of systems & facilities	8,630	600,800	269,569	804,804
Transit planning & financial svcs.	343,579	235,839	125,124	200,000
Security and safety	688,247	955,250	1,088,101	856,634
Interlocal agreements	28,466	350,000	110,401	200,000
Miscellaneous services	577,749	444,500	402,853	769,465
Third Party Agreements	-	211,200	3,040	140,391
Mobility Initiative Program	69,677	943,767	348,317	860,107
<i>Subtotal</i>	<i>6,156,762</i>	<i>11,244,031</i>	<i>8,887,239</i>	<i>13,222,013</i>
MATERIALS & SUPPLIES	568,942	578,986	776,212	1,009,969
INSURANCE	1,059,722	2,117,222	1,884,241	2,431,000
VEHICLES - LICENSES & TAXES	152,980	200,672	192,630	222,734
PURCHASED TRANS. SERVICES	37,261,264	46,984,089	43,572,682	52,897,195
MISCELLANEOUS EXPENSES	1,368,711	483,897	176,998	299,749
LEASES & RENTALS	652,039	64,172	16,474	43,575
OTHER EXPENSES	309,937	159,587	478,018	382,725
CONTINGENCY	-	806,036	-	820,122
TRANSFER OF AGENCY ADMIN.	4,819,353	3,531,723	3,437,263	6,180,180
<i>Subtotal Gross Transit Operation</i>	<i>52,349,710</i>	<i>67,185,058</i>	<i>60,330,652</i>	<i>78,701,830</i>
Depreciation and amortization	11,414,524	13,494,324	14,719,478	19,233,588
TOTAL TRANSIT OPERATIONS	63,764,234	80,679,382	75,050,130	97,935,418
OPERATIONS FTEs	-	13.75	15.00	16.00

OTHER OPERATING PROJECTS AND INTEREST SUMMARY

The Adopted 2004 Budget includes an annual spending of \$14.3 million for Regional Fund projects (Phase II Planning, Research and Technology and Fare Integration), \$0.5 million for Transit Oriented Development projects, and \$2.5 million in noncapitalizable costs. Finally, the budget includes \$3.1 million for Community Development Fund (CDF) program transactions and administrative costs. The CDF is discussed in the administrative section of this document.

The Adopted 2004 Budget also includes \$17.1 million in interest (debt service) on the agency's outstanding bonds. This interest is reported separately and is allocated to capital projects as capitalized interest, consistent with generally accepted accounting principles.

Regional Fund and reserves

The Regional Fund is funded proportionately by contributions from the five subareas. *Sound Move* financial policies allow for annual board review of the amount of local taxes to be contributed to the Regional Fund. The policies permit up to 10 percent of local revenues to be distributed to the Regional Fund. Interest earnings (excluding bond proceeds and board-approved repurchase agreements) on all Sound Transit funds are also assigned to the Regional Fund for uses specified within the financial policies.

Sound Move identified agency administration, fare integration, research and technology and Phase II planning as funded elements within the Regional Fund. The Adopted 2004 Budget has total 2004 request for these cost elements of \$30.4 million.

Within the original \$3.9 billion (1995\$) program cost, *Sound Move* identified \$110 million (1995\$) for reserves (including bond reserves, operating reserves, and capital replacement reserves) over the 10-year program, allocated by subarea. Contributions to reserves are not an expense or outlay in proprietary fund accounting and therefore, are not included in the Adopted 2004 Budget. However, reserves are identified in Sound Transit's year-end financial statements in conformance with generally accepted accounting principles. As part of its commitment to maintain subarea equity, Sound Transit tracks contributions to reserves by subarea.

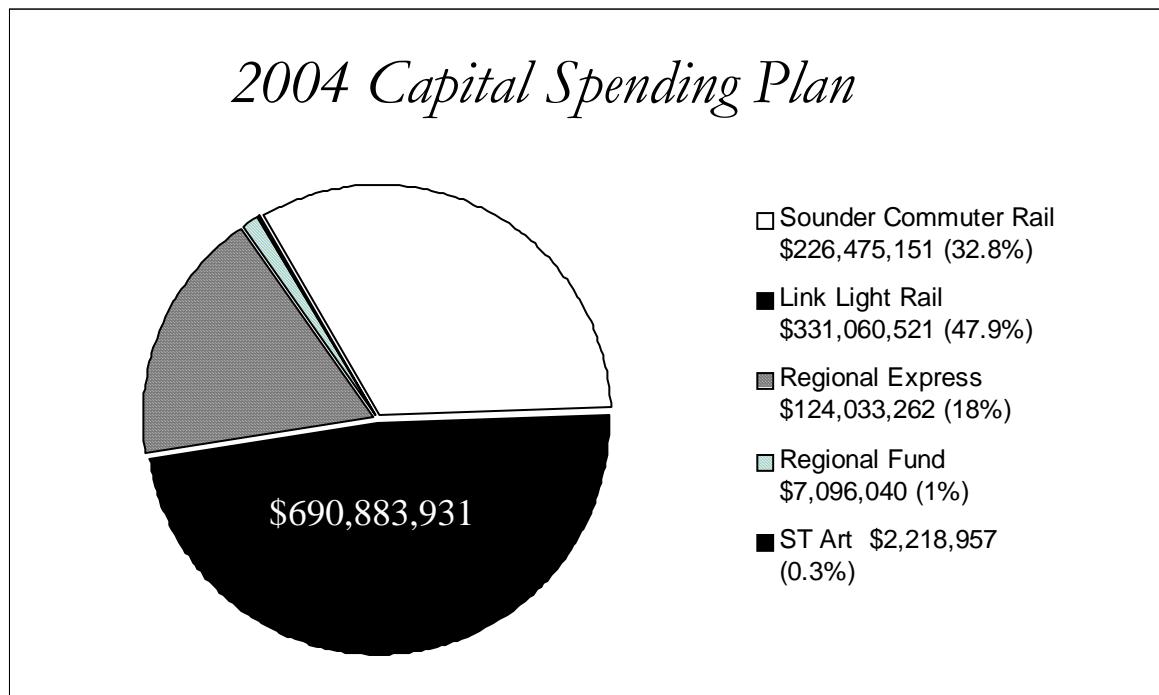
Sound Move also identified \$11 million (YOE\$) as a systemwide contingency fund. In the 2002 budget, the board transferred funds to create a new emergency fund that would serve to provide coverage in the event of an uninsured loss. While the agency maintains a comprehensive insurance program, the policies do contain retentions (deductibles) which the agency would have to cover in the event of an insurable loss. In such instances, the board, on a case-by-case basis, would authorize use of the Emergency Fund. During 2003, as part of the board action on Smart Card, \$19.9 million (YOE\$) was moved from Regional Fund programs into a Regional Fund contingency account.

Emergency Account & Contingency Funds (in YOE \$000s)		
	<u>2003 Lifetime Budget</u>	<u>2004 Lifetime Budget</u>
Systemwide Contingency	\$11,000	\$11,000
Emergency Fund	7,928	7,928
Regional Fund Contingency	0	19,900

2004 CAPITAL SPENDING PLAN SUMMARY

Spending the 2004 capital budget

Excluding \$17.1 million in capitalized interest, Sound Transit is proposing to spend approximately \$701.0 million in capital outlays in 2004. This budget is the result of a detailed estimate of the amount the agency will spend on each capital project by phase (design, construction, right-of-way, etc.).



The Adopted 2004 Budget contains Sound Transit's capital spending plan (1997-2009) that presents detailed expenses on capital assets for each project in Phase I of *Sound Move*. The major elements of this capital spending are discussed below.

Sounder commuter rail will account for approximately 32.8 percent (\$226.4 million) of the total adopted Sound Transit-budgeted 2004 capital outlays.

Link light rail consists of \$331.1 million in capital outlays in 2004.

Regional Express consists of a total of \$124.0 million in capital outlays in 2004.

Regional Fund will also fund \$7.1 million in capital outlays for the capital costs associated with the agency's Office of Policy and Planning division, and the purchase of equipment, software, computers, and vehicles related to agency administration.

ST Art consists of a total of \$2.2 million in capital outlays in 2004.

LONG-TERM CAPITAL AND OPERATING PLAN SUMMARY

Six-year capital spending plan

The following tables detail the annual total capital outlays for Sound Transit's six-year capital plan as well as showing lifetime capital spending totals (1997-2009). *Sound Move* financial policies commit Sound Transit to maintaining its spending plans and budgets on a subarea basis. Tracking capital, and operating and maintenance spending at a subarea level is necessary to ensure that equity is preserved (local tax revenues are utilized to benefit subareas generally in proportion to the level of revenues that each subarea generates).

Capital Outlays 1997 - 2009

Adopted 2004 Budget (in YOE \$000s)

	1997-2002	2003	2004	2005	2006	2007	2008	2009	Total
Capital	\$970,064	\$355,598	\$690,884	\$936,902	\$887,411	\$508,072	\$169,515	\$169,515	\$4,608,587
Capital Outlays not included in Sound Move**		\$23,000							\$23,000
Total	\$993,064	\$355,598	\$690,884	\$936,902	\$887,411	\$508,072	\$169,515	\$90,163	\$4,631,587

* The acquisition of Union Station, Sound Transit's long-term headquarters, was not included in the original Sound Move budget although rent expense was included. The depreciation of Union Station that occurs during Phase I occupancy of the building will be included in central costs budget, and included as part of Sound Move total costs.

Department Summaries

Capital costs only (YOE \$000)

Department Division	2003 Adopted Budget	Current Budget	2004 Adopted Budget
Sounder Commuter Rail			
Sounder Commuter Rail	\$992,254	\$1,210,148	\$1,210,148
Sounder Commuter Rail	\$992,254	\$1,210,148	\$1,210,148
Link Light Rail			
Link Light Rail	\$2,408,716	\$2,407,316	\$2,407,316
Link Light Rail	\$2,408,716	\$2,407,316	\$2,407,316
Regional Express			
Regional Bus	\$113,446	\$127,898	\$127,898
Capital Projects	\$858,114	\$810,580	\$810,580
Regional Express	\$971,560	\$938,478	\$938,478
Regional Fund			
Regional Fund	\$12,960	\$16,574	\$16,574
Planning and Development	\$12,415	\$18,171	\$18,171
Regional Fund	\$25,375	\$34,745	\$34,745
ST Art			
ST Art Program	\$17,785	\$17,835	\$17,835
ST Art	\$17,785	\$17,835	\$17,835
Transit Oriented Development			
Transit Oriented Development	\$222	\$100	\$100
Transit Oriented Development	\$222	\$100	\$100
Total	\$4,415,912	\$4,608,622	\$4,608,622

Sound Transit Capital Plan

Adopted 2004 Budget (in \$000) by Subarea/Department

Description	2003 Adopted	2004 Adopted	Change	% Change
Snohomish County				
Sounder Commuter Rail	239,220	384,675	145,455	60.80%
Regional Express	184,365	154,841	-29,525	-16.01%
Regional Bus	12,491	16,831	4,340	34.75%
Regional Fund	222	100	-122	-54.95%
ST Art	1,076	1,159	83	7.68%
Snohomish County	437,373	557,605	120,232	27.49%
North King County				
Link Light Rail	1,678,315	1,677,321	-994	-0.06%
ST Art	7,602	7,591	-11	-0.14%
North King County	1,685,917	1,684,913	-1,005	-0.06%
South King County				
Sounder Commuter Rail	360,722	360,465	-257	-0.07%
Link Light Rail	649,985	649,579	-406	-0.06%
Regional Express	100,149	100,162	13	0.01%
Regional Bus	10,301	12,112	1,811	17.59%
ST Art	4,788	4,782	-6	-0.13%
South King County	1,125,944	1,127,099	1,155	0.10%
East King County				
Regional Express	548,368	530,368	-18,000	-3.28%
Regional Bus	52,861	55,807	2,946	5.57%
ST Art	2,739	2,725	-14	-0.52%
East King County	603,968	588,900	-15,068	-2.49%
Pierce County				
Sounder Commuter Rail	392,314	465,008	72,694	18.53%
Link Light Rail	80,416	80,416	0	0.00%
Regional Express	25,231	25,209	-22	-0.09%
Regional Bus	37,794	43,148	5,354	14.17%
ST Art	1,580	1,579	-1	-0.09%
Pierce County	537,335	615,360	78,025	14.52%
Regional Fund				
Regional Fund	25,374	34,745	9,371	36.93%
Regional Fund	25,374	34,745	9,371	36.93%
Agency Total	4,415,912	4,608,622	192,710	4.36%

FINANCIAL SUMMARY

BASIS OF ACCOUNTING

Sound Transit budgets and reports actual financial results on a full accrual basis. The budget records revenues when earned and expenses when incurred. Capital outlays are not recorded as expenses but are instead reflected in Sound Transit's balance sheet as assets, which are depreciated over the estimated useful life of the asset (once the asset has been placed into service). Capital grants are recorded as additions to contributed capital in the agency's balance sheet while operating grants are recorded as revenues. Grant and tax revenues are recorded on an accrual basis.

FINANCIAL POLICIES

The framework for implementing *Sound Move* includes the adopted financial policies, which specify a number of policies, that shape Sound Transit's budgetary process. The financial policies are important tools to Sound Transit to ensure that *Sound Move* is implemented on time and within budget and that agency principles and commitments to the public are met. These policies, adopted under Resolution No. 72, provide:

Regional equity: Local taxes are to be invested where they are raised. Budgets for each of the five subareas, including the subarea's projected share of local taxes, borrowed funds, federal grants, farebox revenues and related expenses, will be monitored and adjusted on an annual basis to ensure that an equitable distribution of revenues is maintained (see Budget Summary section for current subarea spending plans).

Regional Fund: A Regional Fund has been established and funded through local taxes to pay for systemwide elements of *Sound Move*. These elements include the integrated fare policy that creates a seamless system, innovative technologies and planning for any future capital investments that will be placed before the region's voters. Sound Transit Administration costs are also covered under the Regional Fund. This funding is drawn from an equal percentage of local tax revenues contributed by each of the five subareas plus interest earnings.

Conservative use of debt: Sound Transit is committed to placing limits on its use of long-term debt. These policies establish the conservative approach Sound Transit will use to calculate the cash flow available to service debt, set a debt service coverage ratio policy, and reserve a portion of Sound Transit's debt financing capacity to provide a future potential funding source for unforeseen circumstances.

Public accountability: Sound Transit has hired independent auditors and has appointed a Citizen Oversight Panel to monitor Sound Transit performance in carrying out its public commitments. Also, the state auditor and the Performance Audit committee provide additional oversight and accountability for the agency.

System expansion or tax rollback: Any second-phase capital program that continues local taxes for financing will require voter approval within the Sound Transit District. If voters decide not to extend the system, Sound Transit will roll back the tax rate to a level sufficient to pay off the outstanding bonds and operate and maintain *Sound Move* investments.

FINANCIAL PLAN

Sound Transit maintains a 25-year financial model that projects the total revenues and costs of *Sound Move*. The model is used to verify the long-term financial viability of the program and confirm the maintenance of subarea equity.

The financial model forecasts operating costs, capital outlays, revenues, bonding, debt service, and reserves from 1997 through 2025. The model is continually refined and improved as Sound Transit's capital costs and schedules are refined and as the size of Sound Transit's revenue base is confirmed through actual tax collections. The 2004 Financial Plan updated the original *Sound Move* Financial Plan and was presented to the board concurrent with its consideration of the Proposed 2004 Budget.

The *2004 Revenue Forecast* section, appearing later in this document, describes the methodology used in the model to forecast Sound Transit tax revenues over 25 years. The model's forecast results for 2004 are incorporated into the revenue estimates in this budget. The capital spending plan and operating budgets in this document are, in turn, incorporated into the model to account for the program costs.

The inflation forecast currently used in the financial model was also used to convert the project costs in the budget from current-year dollars to YOE dollars. The current 13-year forecast of 2.9 percent average annual inflation is substantially lower than the original 3.8 percent average annual inflation estimated in *Sound Move*.

Managing changes to *Sound Move* budgets

Sound Move financial policies anticipated changes to both the revenue and expenditures for the agency over the original *Sound Move* plan. The policies provide the board a number of tools to manage changes in the agency's financial situation. The Adopted 2004 Budget contains additional program elements and costs beyond those anticipated in *Sound Move*. These budgets, if adopted by the board, can be financed by each subarea within the constraints of the agency's financial policies. Additional program costs can be covered by higher revenues that are anticipated for some subareas, higher levels of funding from the federal government or other jurisdictions, and by increased bonding by the individual subareas. The 2004 Financial Plan, which is presented to the board concurrent with its consideration of the Proposed 2004 Budget, contains a baseline 25-year Financial Plan that allows the agency to fund all the costs contained within this budget within the constraints of the financial policies.

CASH FLOW SUMMARY

Sound Transit's estimated cash flow for 2004 is summarized on the following page. Sound Transit's financial system is maintained on a proprietary fund or accrual basis. While general governmental fund accounting attempts to measure the flow of current resources, cash inflows and outflows during the year, accrual basis accounting attempts to measure the flow of economic resources. Proprietary funds report revenues when earned and expenses when incurred. The timing of cash inflows and outflows is not a factor in the determination of the economic health of the agency. Cash flow is a cash management and investment tool.

The following table summarizes Sound Transit's 2004 year-end estimated cash position and reconciles the accrual budget figures on a cash basis. At the end of 2003, Sound Transit is had cash balances of \$834.6 million. In 2004, cash expenses and outlays will exceed revenues and other financing sources by approximately \$271.4 million to create an ending cash position of

\$563.3 million. These cash balances are necessary to fund future peak-year expenses when expenses will be greater than revenues. Sound Transit capital outlays in future years will exceed tax revenues and grants, at which point Sound Transit will draw down cash balances from previous years and issue debt.

Sound Transit 2004 Cash vs. Accrual Budget

This table provides a reconciliation of the Sound Transit cash and accrual revenue, outlay and expense information presented in this budget.

CASH BALANCE JANUARY 1, 2004	\$834,645,210	
	CASH BASIS	ACCRUAL BASIS
EXPENSES AND OUTLAYS		
Salaries and Benefits ¹	\$33,941,257	\$33,887,503
Leases and Rentals	2,391,376	2,403,163
Services ²	7,975,250	8,944,420
Materials and Supplies ³	1,053,126	1,040,129
Misc. Expenses	2,376,282	2,370,952
Other Expenses ³	4,364,160	4,620,856
Debt Service ⁴	17,290,383	17,289,835
Depreciation ⁵	-	19,233,588
Capital Outlays (less allocations and capitalized interest) ⁶	493,541,395	663,368,448
Transit Operations and Other O&M (less allocations) ⁷	112,594,297	112,594,297
<i>Total Expenses & Outlays</i>	<i>675,527,526</i>	<i>865,753,191</i>
REVENUES		
Retail Sales & Use Tax ⁸	205,993,540	208,460,601
Motor Vehicle Excise & Rental Car Taxes ⁹	63,200,940	63,810,128
Farebox Revenue ¹⁰	11,682,513	12,744,560
Interest Revenue ¹¹	21,251,617	22,574,414
Miscellaneous Revenue	5,152,301	6,207,761
<i>Total Revenues</i>	<i>307,280,911</i>	<i>313,797,464</i>
OTHER FINANCING SOURCES		
Capital Grant Sources ¹²	96,000,000	96,000,000
Bond Proceeds ¹³	-	-
<i>Total Other Financing Sources</i>	<i>96,000,000</i>	<i>96,000,000</i>
NET INCOME FOR 2004¹⁴	\$111,412,721	
ENDING CASH BALANCE, DECEMBER 31, 2004	\$562,398,596	

Notes

- 1 December 2004 payroll is accrued in 2004, but portions are not distributed until January 2005. As year-end staff levels are forecast to be higher than beginning year staff levels, this results in higher accrual than cash expenditures for salaries and benefits for 2004.
- 2 Expenditure levels increase throughout 2004, and services accrued at year end are not fully paid out until 1st quarter of 2005.
- 3 Expenditure levels increase throughout the year, and services rendered (obligated) and materials purchased at year-end are not fully paid for until the 1st quarter of 2005.
- 4 Two semiannual payments of \$8.6 million each anticipated in February and August of 2004.
- 5 Cash basis figure for depreciation is zero because the depreciation expense accrued for assets is an allocation of their original cost and does not represent a cash outlay.
- 6 Accrued outlays higher than cash because Sound Transit will sign contracts to receive capital goods, equipment and services in 2004 and work will be completed on those goods, but some invoices for that work will be paid after December 2004.
- 7 Assumes one-month lag in the payment for services. Transit depreciation is excluded from the cash basis budget.
- 8 Sales tax revenue is accrued in the month in which tax is assessed. There is a two-month lag between when the funds are accrued and when funds are actually received from the State Department of Revenue by Sound Transit. Accrued sales tax revenues are higher than cash because tax receipts are forecast to be higher at the end than at the beginning of the year.
- 9 Motor Vehicle Excise Tax and Rental Car Tax are accrued in the month in which the taxes are assessed. There is a 1-month lag for MVET and a 2-month lag for RCT between when funds are accrued and when they are actually received from the State by Sound Transit. Accrued MVET revenues are higher than cash because tax receipts are forecast to be higher at the end than at the beginning of the year.
- 10 Assumes a one-month lag between farebox collections and actual cash receipts.
- 11 Most Sound Transit investments pay interest semiannually. Each month, the interest earned on these investments is recorded as if paid monthly, but cash is not received until future periods. As investment balances increase throughout 2004, the accrual basis will be higher than the cash basis.
- 12 Grant funding accrued when Sound Transit initiates drawdown for expenditures. Estimated cash receipts include drawdown of 2003 as well as 2004 appropriations.
- 13 A bond issue is not anticipated in 2004.
- 14 On an accrual basis, equals revenues less expenses (not including capital outlays).

REVENUES AND FINANCING SOURCES

Retail sales and use tax

Sound Transit collects 4/10 of one percent Retail Sales and Use Tax on transactions in the Sound Transit District. The Retail Sales and Use Tax is imposed on the sale of most goods and certain services in the district. The tax is collected by businesses, which then remit the tax to the state. This tax is both a sales tax and a use tax, with the use tax collections amounting to about eight percent of the total taxes collected. The use tax is levied on items purchased out-of-state but used in state and on other items for which sales tax has not been paid. The tax is collected by the state Department of Revenue and remitted to Sound Transit through the Office of the State Treasurer.

Motor vehicle excise tax

Sound Transit collects 3/10 of one percent Motor Vehicle Excise Tax. The Motor Vehicle Excise Tax is a tax levied on the value of motor vehicles and collected at the time of vehicle licensing. The tax is collected by the state Department of Licensing and remitted to Sound Transit through the Office of the State Treasurer.

Rental car tax

Sound Transit collects 8/10 of one percent Rental Car Tax, levied on the rental value of vehicles. The tax is collected by businesses and remitted to the state Department of Revenue. The Department of Revenue disburses the proceeds to Sound Transit through the Office of the State Treasurer.

Federal grant funding program

Projections: The 2004 Financial Plan assumes \$912 million in federal funding in Phase I. This includes \$500 million for the Link Initial Segment and \$412 million for Sounder and Regional Express. Federal funding will be secured through conventional Federal Transit Administration (FTA) and Federal Highway Administration (FHWA) programs currently authorized under the Transportation Efficiency Act for the 21st Century (TEA-21). TEA-21 authorized funding for federal transportation programs for federal fiscal years 1998 through 2003. Congress is expected to reauthorize these programs when TEA-21 expires at the end of federal fiscal year 2003.

Funding will be secured through both congressional appropriations and regional/national grant competitions. Federal funding assumptions by source include:

▪ Section 5309 New Starts (FTA Discretionary)	\$609 million
▪ Section 5307 Formula (FTA Competitive)	\$147 million
▪ Surface Transportation Program (FHWA Urban Competitive)	\$65 million
▪ Section 5309 Bus (FTA Discretionary)	\$42 million
▪ Congestion Mitigation Air Quality (FHWA Competitive)	\$22 million
▪ Surface Transportation Program (FHWA Railroad Crossing Competitive)	\$9 million
▪ State Funds	\$15 million
▪ Miscellaneous Competitive	\$3 million
	\$912 million

Results: The Financial Plan assumes nearly \$96 million in grant drawdowns in 2004. Of the \$96 million in grant drawdowns, \$75 million is the 2004 appropriation for Link, which is consistent with the schedule of federal funds in the Full Funding Grant Agreement. To date, Sound Transit has been awarded \$397 million, or 44 percent of the total projected federal funding. Funding has been secured through congressional appropriations (\$229 million), regional/national competition (\$153 million) and state appropriations (\$15 million). Funding has been secured across all funding sources and lines of business:

- \$231 million for Sounder rolling stock, track and signal work, railroad crossings, equipment, ROW and station construction
- \$92 million for Link preliminary engineering and final design
- \$74 million for Regional Express rolling stock, transit centers, park-and-rides and direct access ramps, I-90 and bike and pedestrian access

New Starts Funding and Full Funding Grant Agreement: Sixty-seven percent (67%) or \$609 million of Sound Transit's federal funding is assumed to come from Section 5309 "New Starts" funding administered by the Federal Transit Administration. New Starts funding is earmarked directly by Congress for major capital investments in fixed guideway systems in urban areas and is highly competitive. New Starts projects undergo rigorous evaluation, rating and comparison as part of the funding process.

While both Sounder and Link are eligible for New Starts funding, the majority of New Starts funding (\$500 million) is assumed for the Link Initial Segment under a Full Funding Grant Agreement (FFGA). FFGA's are agreements used by the Federal Transit Administration to establish multi-year commitments of federal funding for New Starts projects. An FFGA provides a relatively high level of assurance that funding for the project will be included in the executive branch's annual budget request and subsequent annual appropriations by Congress.

Sound Transit has continued to work closely with the Department of Transportation and the Federal Transit Administration to revise its FFGA to reflect changes to the project as adopted by the Board in November of 2001. The Federal Transit Administration notified Congress on July 11, 2003 of its intention to execute the FFGA. Congress has a minimum of 60 days to review the grant agreement.

The 2004 Financial Plan assumes a single FFGA with federal appropriations totaling \$500 million from 1997-2009, consistent with the schedule of federal funds included in the FFGA, and does not assume the issuance of grant anticipation notes.

Farebox revenues

The Adopted2004 Budget includes approximately \$10.5 million in farebox revenues from the Regional Express bus service and \$2.2 million from the Sounder service. The current Financial Plan assumes over \$140 million in farebox and other operating revenues during the Phase I implementation of *Sound Move* programs. Starting with the 2001 Financial Plan, farebox revenue forecasts are based on ridership forecasts and assumptions regarding fare levels. This methodology is deemed superior to the farebox recovery ratio assumptions utilized in previous Financial Plans. In projecting fare revenues, it is generally assumed that present transit fares continue with fare increases matching only inflation rates; the 2004 budget does not assume any fare increases. Annual fare revenue is projected to amount to at least \$30 million following the complete implementation of the regional transit system for all modes of transit.

Interest earnings

In 2004, Sound Transit will earn an estimated \$22.6 million in interest on its investments (on an accrual basis). On Sept. 25, 1997, the Sound Transit Board adopted Resolution No. 97 that instituted Sound Transit's investment policy. The primary objectives of Sound Transit's investment activities under the policy are (in order of priority): to ensure safety of the original principal investment amounts; maintain sufficient liquidity to meet all agency operational requirements; and to achieve a market rate of return on the investment portfolio throughout the budgetary and economic cycles. The overall 2004 effective budgeted interest rate on Sound Transit's investments is 2.0 percent.

Miscellaneous revenue

The agency expects to receive a variety of miscellaneous revenue in 2004, which has been included in the Adopted 2004 Budget. Primarily, these revenues include advertising on Sounder cars and ST buses along with rental income from Sound Transit properties. The agency will also receive some other miscellaneous payments, such as payments for maintenance of the Weller Street overpass from King County and contributions from other government or private parties to Sound Transit capital projects. In the budget these revenues are reported on a consolidated basis for the agency. Interest, earnings and farebox/other revenues, if specific to the lines of business, are tracked and reported by LOBs in recognition of the agency's financial policies on subarea equity.

STATUS OF DEBT

The *Sound Move* Financial Plan projected expenditures of \$5.1 billion in year-of-expenditure dollars for the 10-year period from 1997 through 2006. Of this amount, the plan called for funding \$1.39 billion from bond proceeds. In December 1998, Sound Transit issued its first series of bonds in the amount of \$350 million, with maturity dates from 2007 to 2028. These bonds are special limited obligations of Sound Transit that are secured by the Motor Vehicle Excise Taxes and Retail Sales and Use Taxes described above.

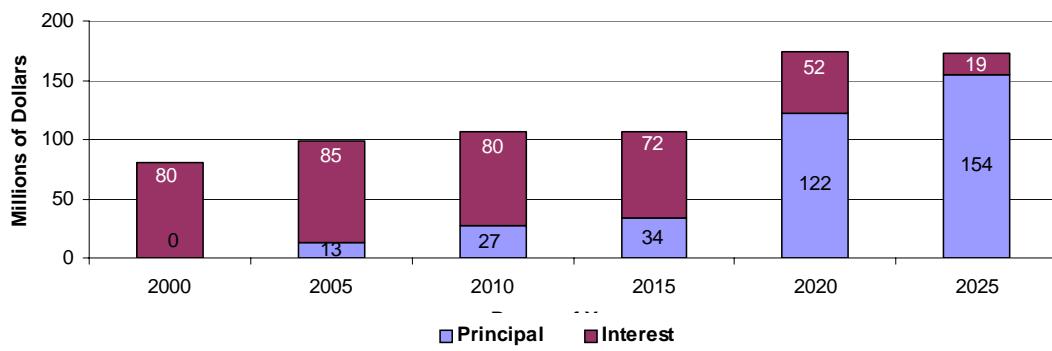
Although Sound Transit has no authority to levy property taxes, its debt capacity is determined with reference to the value of taxable property within its service area. Under state law, issuance of bonds payable from any type of taxes is subject to statutory debt limitations. Sound Transit currently is authorized to incur debt in an amount equal to 1-1/2 percent of the value of taxable property within the service area without securing voter approval for bonds. With the approval of 60 percent of the region's voters, Sound Transit may incur aggregate indebtedness of up to 5 percent of the value of taxable property within the service area. Each county assessor in the service area is required to report to Sound Transit annually on the value of the property within its taxing district. From those reports, the agency's current debt capacity, taking account of the 1999 bond issue, has been calculated as shown below.

In December 1998, Sound Transit issued its first series of bonds for \$350 million, with maturity dates from 2007 to 2028. These bonds are special limited obligations of Sound Transit that are secured by the Motor Vehicle Excise Taxes and Retail Sales and Use Taxes described above. The interest component of the annual debt service payments on the bonds is allocated to capital projects as capitalized interest, consistent with generally accepted accounting principles. For 2004 the capitalized interest is forecast to be \$17.1 million.

2002 Debt Capacity Status for Sound Transit

2001 Assessed Valuation for collection of 2002 taxes	\$249,439,671,316
Maximum nonvoted debt (1.5 percent of assessed valuation)	3,741,595,070
Less: Series 1999 Bonds	350,000,000
<i>Nonvoted debt capacity remaining</i>	<i>\$3,391,595,070</i>
Maximum voted debt (5 percent of assessed valuation)	12,471,983,566
Less: Series 1999 Bonds	350,000,000
<i>Voted debt capacity remaining</i>	<i>\$12,121,983,566</i>

Debt Service Requirements to Maturity on 1999 Series Bonds



2004 REVENUE FORECAST

Forecast methodology

Forecasting revenues for the Sound Transit District presents unique challenges, as its jurisdictional boundary does not correspond to any economic reporting entity. The district includes incorporated and unincorporated areas in three counties – King, Pierce and Snohomish.

To forecast revenues for its five subareas - Snohomish, North King, South King, East King and Pierce - Sound Transit starts with a three-county (King, Pierce and Snohomish) regional forecast produced by Conway & Associates for Sound Transit. This long-term forecast uses as a base a national economic forecast from Blue Chip Economic Forecasters. The national economic forecast is input into Conway & Associates' regional economic model, which combined with a separate model of the aerospace sector, accounts for local labor markets and industries. The model generates 25-year estimates of taxable retail sales and motor vehicle values for the three-county region and indicates, via the growth rates associated with the forecast tax bases, the business cycle expected within the next 25 years. Rental car tax revenue forecasts are produced internally by staff using an autoregressive integrated moving average (ARIMA) technique with seasonal adjustments. The variables used to predict taxable retail sales include *personal income*, the *unemployment rate* and *housing permits*. An adjustment is made to the Retail Sales and Use Tax bases from Conway's model to account for use taxes not captured by the model. *Per capita person income*, the *driving-age population*, and the *average value of motor vehicles* are the principal determinants of the motor vehicle tax base.

The tax bases are distributed among Sound Transit's subareas using shares of regional tax bases computed with historical data from the State Department of Revenue, the State Department of Licensing and Sound Transit collections. Shares for future periods are estimated with a regression model, with a logarithmic specification to dampen linearity. The Retail Sales and Use Tax rates are applied to the estimated tax bases to derive Sound Transit revenues. Revenues are converted from an accrual to a cash basis using a one-month lag for Motor vehicle Excise Tax revenues and a two-month lag for Retail Sales and Use Tax revenues and Rental Car Tax revenues.

Inflation forecast

Sound Transit's current economic forecast also includes a projection for consumer price inflation, which is derived from the same Conway & Associates economic model that is used to forecast revenue growth. Inflation, as measured by the consumer price index, is expected to grow at an average annual rate of 2.5 percent from 1997 to 2009, compared with a 2.9 percent rate assumed.

This inflation forecast is also used to convert project costs from their original 1995\$ base to a YOE\$ basis. The inflation forecast is applied both to costs and revenues. A change in the rate of forecast inflation will directly impact both Sound Transit's total program costs and its revenues. A decrease in inflation will cause total program costs (in YOE\$) and revenues to decline, while an increase in inflation will cause total program costs and revenues (in YOE\$) to increase. The 1998 capital spending plan applied a single inflation rate, the Consumer Price Index (CPI), to all elements of capital project budgets. The CPI is the most widely used price index and is based on the changes to a price of a "shopping cart" of goods purchased by most consumers. In 1999, Sound Transit began to apply a Building Cost Index (BCI) to the construction-related elements of the program. A Seattle-area forecast of this cost index for 1999-2006 was developed

for Sound Transit by DRI-WEFA. The BCI is based on changes to the price of a “shopping cart” of goods related to construction – skilled labor, structural steel, lumber and cement. Construction costs behave differently from consumer good and services costs over time—sometimes higher, sometimes lower, and Sound Transit has begun to take this difference into account. The BCI is being applied to all construction-related costs, while the CPI is being applied to other elements, such as design costs. A right-of-way index was also developed by Forecasting and Business Analytics (FABA) to reflect property acquisition costs. This index has been refined to better reflect property price escalation in the Sound Transit District. The following table shows Sound Transit’s inflation rate forecasts.

Sound Transit Inflation Rate Forecasts

	Percent Change from Previous Year										Average Annual Change 1997-2006
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	
Consumer Price Index	3.5	2.9	3.0	3.7	3.7	1.9	2.4	2.6	2.6	2.8	2.8
Building Cost Index	7.2	3.2	1.3	3.9	1.6	1.4	1.0	3.6	4.1	3.5	2.6
Right-of-Way Index	6.3	15.0	8.2	4.7	1.9	1.2	5.7	5.4	4.9	4.8	5.7

Adjusting inflation forecasts on a yearly basis and applying them to updated cost estimates, while at the same time tracking program costs to original 1995 dollar estimates, will present reporting and monitoring challenges for Sound Transit in future years. However, Sound Transit is committed to this effort to provide the board and the citizens of the region an open and clear means of monitoring Sound Transit performance.

OUNDER COMMUTER RAIL

PROGRAM SUMMARY

Sounder commuter rail is an integral component of the services and facilities contained in the *Sound Move* plan. Sounder is a fast, dependable and easy-to-use commuter option linking major destinations in Pierce, King and Snohomish counties. Sounder will add 82 miles of peak period train service using existing railroad tracks between Everett, Seattle, Tacoma and Lakewood.

The system, when completed, will include 12 stations. Sounder is building on a railroad network already in place, increasing the transportation system's people-moving capacity through improvements to track, signal and communications equipment. These improvements are required to increase the capacity of those lines and improve the speed and reliability of trains in the corridor.

Conventional railroad locomotives and passenger coaches will serve the alignment, with major multimodal terminals in Everett, Seattle and Tacoma. Additional major intermodal terminals (including Washington state ferries), developed through a partnership between Sound Transit and other public agencies, are planned for the Mukilteo and Edmonds waterfronts. Stations provide basic amenities including platforms, canopies, ticket vending machines, Americans with Disabilities Act (ADA) access, vehicle and bicycle parking, passenger information, signage, and lighting.

Implementation of Sounder service is progressing. Sounder commuter rail service from Tacoma to Seattle began in September 2000 with two weekday round trips and special event trains such as "Home Run Service" for Sunday afternoon Mariner games. In 2002, service was expanded adding an additional round-trip train in the Seattle-Tacoma segment. Special event services have continued to grow as well, including serving selected Saturday Mariner games and many Sunday Seahawk games beginning in 2003. By the end of 2003, key agreements with the Burlington Northern Santa Fe Railway (BNSF) were reached, and service began with a single daily round trip from Everett to Seattle.

Sound Transit's contract with Burlington Northern Santa Fe Railway (BNSF) requires the completion of specific track and signal improvements to accommodate passenger service along their right-of-way. In 2003, critical agreements were completed with BNSF that set the stage for future passenger service expansion in the entire 82 miles from Lakewood to Everett. Sounder served nearly 650,000 passengers in 2002 and served a total of two million riders in 2003. In 2004 ridership will continue to grow with the expansion of service between Seattle and Everett.

Seattle-Tacoma Segment

This Sounder segment is a 40-mile long BNSF railroad corridor and includes seven Sounder commuter rail stations – King Street (Seattle), Tukwila, Kent, Auburn, Sumner, Puyallup and Tacoma. Service operations began September 2000. In 2003 the final connection to the permanent Tacoma station at Freighthouse Square was completed. In 2004 all stations will be completed with the final installation of closed circuit television (CCTV), with the exception of Tukwila Station. Sounder staff continues to work with the cities associated with this station to finalize community access and site development decisions prior to completing the station.

Extensive track and signal improvements throughout the 40-mile Tacoma-Seattle rail line are being made through a partnership between Sound Transit and BNSF. These improvements will increase the rail capacity of the corridor so that additional passenger trains do not compromise freight mobility in the Puget Sound area. Together, the partnership is accomplishing \$350 million in rail capacity

improvements. Approximately 25 miles of track are being upgraded and the entire 40-mile line is receiving improved, safer railroad crossings and a new train control signal system. The first phase of improvements is scheduled to be completed in early 2004.

Everett-Seattle Segment

This Sounder segment is a 35-mile long BNSF railroad corridor and will include three Sounder commuter rail stations – Everett, Mukilteo and Edmonds. In 2003 Sound Transit reached a critical agreement with BNSF to begin operations in this corridor. An initial daily round trip service began prior to the end of 2003.

Special Note: The proposed budget reflected the preliminary agreement reached with BNSF on May 28th, 2003 for the cost of BNSF-provided service between Everett and Seattle. The final agreement on cost was reached with BNSF in December 2003, has been approved by the Board and is reflected in the Adopted 2004 Budget.

Lakewood-Tacoma Segment

This Sounder segment is an eight-mile-long segment including approximately one mile of new track and seven miles of existing track along the BNSF railroad branch line, called the Lakeview Subdivision. The new track will connect this subdivision with the Tacoma Rail and tracks serving the Freighthouse Square station. The track connection will be built by Sound Transit on a new right-of-way. Property acquisition for the new alignment began in 2003 and will be completed in the fall of 2004. This corridor will serve two Sounder commuter rail stations – South Tacoma and Lakewood.

Special Note: The proposed budget reflected the preliminary agreement reached with BNSF on May 28th, 2003 for the cost of BNSF-provided service between Lakewood and Tacoma. The final agreement on cost was reached with BNSF in December 2003, has been approved by the Board and is reflected in the Adopted 2004 Budget.

Vehicles

Bombardier in Thunder Bay, Ontario, manufactured Sounder's passenger cars. Sound Transit originally purchased 38 passenger cars and exercised options for 20 more (for expanded service to Everett and Lakewood), all of which have been received. General Motors' Electro-Motive Division (EMD) has supplied 11 locomotives.

Because service operations are occurring later than anticipated, Sounder has excess fleet capacity. This capacity has given Sounder the ability to lease vehicles to other operators and generate revenues on these popular vehicles. This concept has provided another source of revenue for Sound Transit. Sounder executed an agreement with CalTrain for the lease/sale (purchase option already exercised) of 17 vehicles, which included seven cab cars and 10 coaches. These brand new vehicles were delivered in 2003, with fresh warranties.

An agreement has been executed with Virginia Rail Express for the lease of two locomotives, four cab cars and 14 coaches, all of which are currently in service in Virginia. Authority for this transaction was granted by the board through Motion No. M2001-47.

In 2004, another two locomotives, 4 cab cars and eight coaches are expected to be leased out. It is anticipated that most of the vehicles being leased will continue to be available through 2005 and will be recalled by Sounder when track capacity improvements are in place and Sounder service is expanded.

Fare Vending Equipment

The ticket vending machines (TVMs) were manufactured by Scheidt & Bachmann in Germany. Sounder service uses a barrier-free, proof-of-payment system. This system requires that passengers have a valid pass or ticket with them at all times while aboard a Sounder vehicle, subject to verification by the conductor. The passes and tickets are compatible with the fare media of other transit operators in the region, and are available from machines located at the stations. Forty machines have been manufactured and delivered.

In 2003, the board decided to move forward with a new form of fare collection, the Smart Card. In 2004 work will begin to identify changes necessary to upgrade these machines to be used as part of the regions revalue network.

Summary of O&M and Capital Budgets

The adopted lifetime budget for the Sounder Commuter Rail Program is \$1.421 billion, which is comprised of \$1.210 billion in capital investment between 1997 through 2009 and \$210.7 million in operating expenses between 2000 and 2009. The adopted budget for calendar year 2004 activity is \$251.0 million. This is made up of \$226.4 million in capital investments and \$24.6 million in operating expenditures.

Adopted 2004 Budget (in YOE \$000s)		
	2004 Fiscal Year	Total 1997-2009
Operating Expenses ¹	25,401	210,734
Capital	226,475	1,210,148
Total	251,876	1,420,882

1: Includes certain expenses that are not eligible to be allocated to capital projects. These costs are reflected here in addition to the expenses of operations described later in this budget document

TRANSIT OPERATIONS

Sounder trains began operations on Sept. 18, 2000. Sounder is the first commuter rail service to operate in the Puget Sound region in over 60 years. Sounder runs three weekday-round-trips for commuters between Seattle and Tacoma. In addition, Sounder has provided special event service to the Saturday afternoon Mariner baseball games, as well as selected Sunday afternoon Mariner and Seahawk football games. Before the end of 2003, Sounder began one initial round trip per day between Everett and Seattle, with stops in Everett, Edmonds and King Street Station in Seattle.

Sound Transit contracts with BNSF for operation of the trains. BNSF provides train crews, including conductors and engineers, dispatching and track maintenance. The service is managed by the Sounder Commuter Rail Department and BNSF supervisors co-located at Sound Transit offices.

Sound Transit contracts with Amtrak for maintenance of the Sounder fleet, including cars and locomotives, at the Amtrak maintenance facility in Seattle. Sounder manages this contract which includes heavy maintenance, light maintenance, and car interior and exterior cleaning. Sound Transit manages contracts for Sounder's insurance, safety and security and station maintenance.

Transit Operations by Subarea (in YOE \$000s)		
	2004 Fiscal Year	Total 1997-2009
Snohomish County	4,065	40,899
South King County	7,955	85,829
Pierce County	6,578	82,049
Total	18,598	208,777

Changes in 2004 Transit Operations Budget

The differences between the Adopted 2003 and 2004 budget are related to completed negotiated amounts for Everett corridor service expansion and minor increases in fuel and utility costs at stations. The proposed 2004 budget did not contain any budget for BNSF operations in the Everett-Seattle segment due to ongoing negotiations with BNSF. When negotiations were completed in December 2003, the Board approved additional budget authority for the settlement amount, increasing the budget for that corridor. The total transit operations budget increases from \$14.4 million in 2003 to \$18.6 million in 2004 (excluding depreciation).

Changes to 2004 Transit Operations Budget (in YOE \$000s)		
	2004 Adopted 10-Year Budget	Change Compared to 2003
Everett-Seattle	40,899	10,702
Tacoma-Seattle	116,544	20,327
Lakewood-Tacoma	51,334	46,701
Total	208,777	77,730

Sounder Commuter Rail Transit Operations Budget

	2002 ACTUALS	ADOPTED 2003 BUDGET	2003 ACTUAL	Adopted 2004 BUDGET
SERVICES				
Management services-TVMs ¹	472,529	599,598	745,753	573,800
Marketing ²	287,636	485,181	387,582	457,227
Maintenance of equipment ³	2,801,862	4,004,506	4,073,476	5,296,756
Maintenance of stations ⁴	313,542	583,235	319,697	680,034
Security ⁵	687,716	765,450	954,530	650,633
Miscellaneous services ⁶	20,628	-	97,421	228,416
Subtotal	4,583,914	6,437,970	6,578,459	7,886,866
MATERIALS & SUPPLIES⁷				
INSURANCE ⁸	482,439	479,886	553,094	693,492
PURCHASED TRANS. SERVICES ⁹	1,038,787	1,926,522	1,311,453	2,016,000
MISCELLANEOUS EXPENSES ¹⁰	2,491,056	3,799,089	3,333,354	4,825,864
LEASES & RENTALS ¹¹	49,766	-	36,233	72,000
OTHER EXPENSES ¹²	16,987	59,172	16,474	41,075
CONTINGENCY	232,047	120,587	475,384	293,925
TRANSFER OF AGENCY ADMIN. ¹³	-	683,513	-	653,756
Subtotal Gross Transit Operation	1,598,382	918,491	1,014,774	2,114,921
Depreciation and amortization	10,493,378	14,425,230	13,319,225	18,597,899
TOTAL TRANSIT OPERATIONS	15,250,510	19,862,425	18,969,787	25,401,451

Notes

- 1 Projected costs related to the maintenance and servicing of ticket vending machines, located at Sounder stations.
- 2 Marketing and advertising funds budgeted here will promote Sounder's name and unique services and benefits for both commuter and special event service; includes customer assistance.
- 3 An agreement with Amtrak for fleet maintenance was approved by the board in Resolution No. R99-10.
- 4 All seven stations in the Seattle-Tacoma segment, as well as Everett and Edmonds Stations in the Everett-Seattle segment, will be in operations and requiring maintenance during 2004.
- 5 The security plan includes an agreement with Wackenhet for private security and commissioned officers.
- 6 This includes vehicle consulting services and King County Metro customer service costs.
- 7 Includes diesel fuel, lubricating oil and sand for the locomotives.
- 8 Railroad liability/protective insurance is reflected here, coverage of which increases as service is expanded.
- 9 Board Resolution No. R99-22 authorized the execution of an operating contract with the BNSF Railway for the operation of the Seattle-Tacoma commuter rail system, maintenance of right-of-way, and related trackage fees. These figures do not yet reflect costs associated with services operations for the Everett to Seattle segment as negotiations are not yet finalized.
- 10 Includes miscellaneous safety costs, the Ambassador Puget pass program, APTA and Press Task Force dues.
- 11 A "Quiet Room" budgeted here is part of safety precaution to ensure that train crews receive adequate rest before starting work, especially when split shift/reserve crews are involved.
- 12 Includes utilities at stations.
- 13 Consists of agency overhead allocated to operations from the line of business and corporate departments.

CAPITAL PROGRAM

2004 Activities

Sounder's activities in 2004 will focus on accomplishing two primary goals: Completing Phase I improvements and making significant progress on Phase II improvements in the Seattle-Tacoma corridor segment; and substantially completing final design in the Everett-Seattle and Tacoma-Lakewood segments.

Everett-Seattle Segment

Final construction of Everett Station improvements will begin in 2004. Station designs will be completed for both Mukilteo and Edmonds stations.

Seattle-Tacoma Segment

Sound Transit's primary focus for this segment is to complete Phase I improvements. To accomplish this, Sound Transit will continue to work cooperatively with the BNSF to complete the extensive track capacity improvements throughout the corridor. Construction of Phase II track and signal improvements will continue throughout the year.

Additionally, Sounder will complete final station construction with the installation of CCTV at permanent stations in the corridor.

Lakewood-Tacoma Segment

The primary focus for this segment will be the completion of right-of-way acquisition for track and signal improvements from D to M street, which began in 2003. This section will be a new alignment to connect the Tacoma Rail at Freighthouse Square with the BNSF branch line known as the Lakeview Subdivision. The track connection will be built by Sound Transit on new right-of-way. In addition, final design activities will begin on the track and signal improvements necessary in the entire corridor as well as on the South Tacoma and Lakewood Stations.

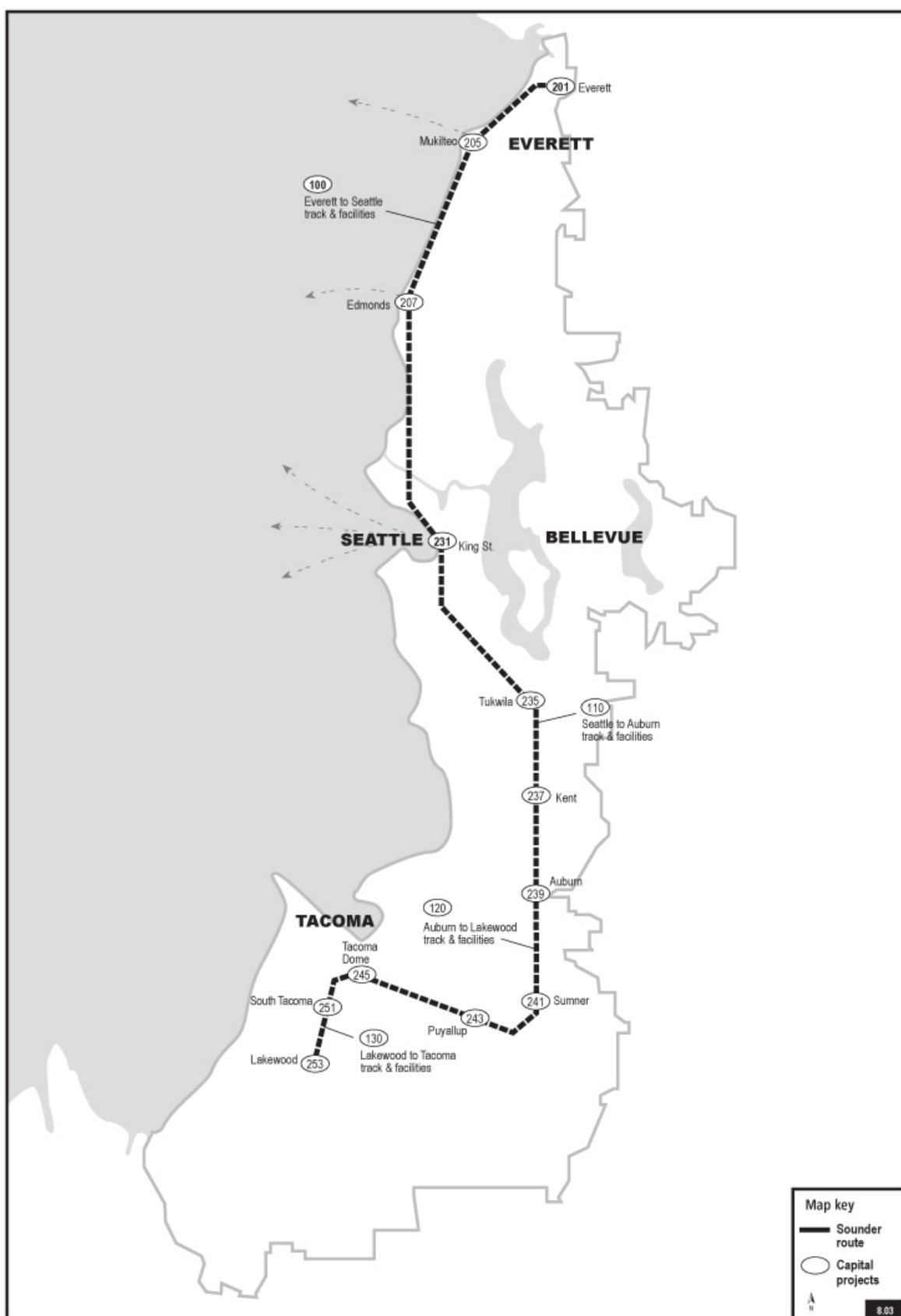
Sounder Adopted 2004 Budget by Subarea

In \$000

Project	Project Name	Adopted 2004 Fiscal year Budget	Adopted 2004 Lifetime Budget
100	Everett-Seattle (Track & Facilities)	82,319	303,114
131	Shoreline Mitigation	1,329	10,288
201	Everett Multimodal Station	2,375	26,872
205	Mukilteo Station	351	18,214
207	Edmonds Station	2,862	13,106
601	Snohomish Program Reserve	0	5,639
140	Layover	419	4,015
212	TVM	1,176	1,883
216	CCTV	143	1,544
	<i>Subtotal Snohomish County</i>	90,975	384,675
110	Seattle-Auburn (Track & Facilities)	52,423	259,705
231	King St. Station	1	7,944
233	Boeing Access Road Station	0	283
235	Tukwila Station (Longacres)	829	19,271
237	Kent Station	193	32,560
239	Auburn Station	5	26,044
140	Layover	910	8,850
212	TVM	1,117	3,766
216	CCTV	1,607	2,041
	<i>Subtotal South King County</i>	57,086	360,465
120	Auburn-Tacoma Dome (Track & Facilities)	42,372	208,666
130	Tacoma to Lakewood (Track & Facilities)	18,537	135,387
150	Nisqually to Lakewood (Track & Facilities)	0	15,000
241	Sumner Station	1,469	10,408
243	Puyallup Station	80	13,360
245	Tacoma Dome Station	1,743	11,848
251	South 56th St. Station (Tacoma)	1,119	10,922
253	Lakewood Station	8,722	25,404
255	Lakewood CBD Rail Station Connection	0	1,955
602	Pierce Program Reserve	0	16,031
140	Layover	1,066	10,216
212	TVM	1,749	3,767
216	CCTV	1,559	2,044
	<i>Subtotal Pierce County</i>	78,414	465,008
	<i>Sounder Commuter Rail</i>	226,475	1,210,148

Note: Figures shows are rounded to nearest thousands, so totals may vary from sum of the detail

OUNDER COMMUTER RAIL



Changes Adopted in 2004 Budget

Budget Status

The Proposed 2004 Budget for the Everett-Seattle and Lakewood-Tacoma segments was provisional in that they reflected only the additional costs negotiated as part of the May 28, 2003 Preliminary BNSF Agreement. The remaining elements of the budgets for these segments underwent a thorough cost review to reflect updated project cost and schedule information. This effort was completed in the fall of 2003. The Board amended the budget for these segments in March of 2004, the figures shown in this book reflect the final agreement with BNSF, as approved by the Board.

Project Changes

This year, Sounder has restructured projects as they have become more clearly defined in an effort to provide greater visibility and better management. The following are the newly created projects that were previously a part of a larger capital project:

1. A systemwide CCTV project formerly budgeted within the 12 station budgets. This budget includes an additional \$1 million from the Regional Fund incorporated into the total Sounder CCTV project and apportioned to each subarea.
2. Systemwide TVM project formerly budgeted within the 12 station budgets.
3. Layover Yard project formerly budgeted as a phase within the track and signal project budgets.
4. Environmental mitigation, formerly budgeted in the Everett-Seattle track and signal budget.

Budget Changes

The primary changes since 2003, to the total lifetime Adopted 2004 capital budget are summarized below.

Everett-Seattle Segment

- Increase in the Everett-Seattle Track and Signal Project budget by \$117 million, consists of the following:
 - Increase of \$129 million for the BNSF agreement.
 - Decrease of \$8 million for the Environmental Mitigation Project budget that was previously budgeted in Everett-Seattle Track and Signal Project budget and is now a defined project (131).
 - Decrease of \$4 million for the Layover Yard project, which has also been created as a new stand-alone project (140) by subarea.
- Station budgets for this segment have decreased by \$2.9 million, which was transferred to CCTV and TVM projects.

Seattle-Tacoma Segment

- Decrease in the Seattle-Tacoma Track and Signal Project budget by \$15.8 million for the transfer to the Layover Yard project, that has been created as a new stand-alone project (project no. 140, was 133 in proposed budget book).
- A \$914,000 decrease in the Kent Station budget to reflect the adoption of the 2003 City of Kent Transportation Improvement Agreement.

- An \$8.6 million decrease in station budgets in this segment due to a budget transfer to CCTV and TVM projects.

Tacoma-Lakewood Segment

- Increase in the Tacoma-Lakewood Track and Signal Project budget by \$43.8 million to reflect the final BNSF agreement.
- A \$2.2 million decrease in station budgets for this segment due to a budget transfer to CCTV and TVM projects.
- Decrease in the Tacoma-Lakewood Track and Signal Project budget by \$3.2 million for the transfer to the Layover Yard project, which has been created as a new stand-alone project (project no. 140, was 133 in proposed budget book).
- A new project, Nisqually to Lakewood (no. 150), was established by transferring \$15 million from the Tacoma to Lakewood Track & Signal project (no. 130).

Systemwide

Creation of new standalone projects for:

- Ticket vending machines: The budget for this project is comprised of transfers from individual station budgets. There is no net change in the total Sounder budget.
- CCTV: The budget for this project is comprised of funding from three sources: Transfers from individual station budgets, a transfer of \$1 million from the Research and Technology Fund, and a budget increase of \$279,000.
- Layover Yard: This project was formerly budgeted as a phase within the track and signal projects.

2004 Risk Assessments for Sounder Commuter Rail Projects

See discussion of Risk Assessments on page 16 & 17

SUBAREA / PROJECT	ESTIMATE	BUDGET RISK		SCHEDULE RISK		COMMENTS	
		2003 BUDGET SCHEDULE	RISK LEVEL	2004 BUDGET SCHEDULE	RISK LEVEL	PROJECT STATUS	
SNOMOMISH COUNTY							
100 - Everett to Seattle (Track and Facilities)	PE	○	□	•	2006	2007	FD
201 - CR - Everett Multimodal Station	FD	•	□	•	2003	2003	FD
205 - CR - Mukilteo Station	PE	●	□	●	2004	2006	PE
207 - CR - Edmonds Station	PE	•	□	○	2003	2005	PE
209-Environmental Mitigation	CE	●	□	○			CE
Layover Project	CE	•	□	□	•	2006	2007
CCTV	PE	•	□	□	•	2007	PE
TVM	FD	○	□	○	○	2007	FD
SOUTH KING COUNTY							
110 - Seattle to Auburn Track and Facilities	CO	○	□	□	•	2005	2005 CO
231 - King Street Station	CO	○	□	○	2000	2000	CT
235 - Tukwila Station (Temporary Station)	CO	○	□	○	2001	2001	CT
235 - Tukwila Station (Permanent Station)	FD	●	□	●	2006 est.	2006 CE est.	
		high risk - ●	medium risk - □	low risk - ○			budget risk - ☰

PE = Preliminary Engineering FD = Final Design CO = Construction CT = Complete

2004 Risk Assessments for Sounder Commuter Rail Projects

See discussion of Risk Assessments on page 16 & 17

SUBAREA / PROJECT	ESTIMATE	BUDGET RISK		SCHEDULE RISK		RISK LEVEL		2003 BUDGET SCHEDULE	2004 BUDGET SCHEDULE	PROJECT STATUS	COMMENTS
		CO	CT	CO	CT	CO	CT				
SOUTH KING COUNTY (continued)											
237 – Kent Station	CO	○	○	○	○	○	○	2003	2004	CT	SCHEDELE: City now responsible to construct final station-related road improvements.
Phase 1 -- Station											Will be completed in 2004.
Parking Garage											SCOPE: Scope is now fixed via Kent/ST agreement.
Phase 2a -- On Site Work											BUDGET: Costs are now fixed through the 2nd amendment of the Transportation Improvement Agreement.
Phase 2b -- Off-Site Work											
Phase 2c -- Off-Site Work											
239 – Auburn Station	CO	○	○	○	○	○	○	2003	2004	CT	BUDGET: Costs are now fixed for the final station improvements (to be constructed by City of Auburn) through an inter-local agreement.
Phase 1											
Phase 2											
Layover Project	CE	•	■	■	■	■	■	2006	2007	PE	SCHEDELE: Decision on location needed so design can start.
											BUDGET: Only conceptual cost estimates available.
CCTV	PE	•	■	■	■	■	■				SCOPE: This project is just beginning. Preliminary work has been done to identify agency on-going operations. Implementation scopes by station will be completed in early 2004 on existing stations.
TVM	CT										SCHEDELE: A schedule for implementation will be determined early in 2004. Depending upon station complexity not all stations may be completed by year end.
											TVM installation is complete in this corridor.
PIERCE COUNTY											
120 – Auburn to Tacoma Track and Signal Mods.	CO	○	○	○	○	○	○	2005	2005	CO	SCOPE: Construction continuing within budget slightly behind schedule.
130 – Tacoma to Lakewood Track and Signal Modifications	PE	●	■	■	■	●	■	2006	2006	PE	SCHEDELE: Coordination with local permitting jurisdictions has occasionally slowed project.
241 – Sumner Station	CT	○	○	○	○	○	○	2003	2003	CT	Scope, Schedule and Budget dependent upon completion of BNSF negotiations. Baselining currently underway.
243 – Puyallup Station	CT	•	■	■	■	•	■	2003	2003	CT	SCHEDELE: With completion of Lot A (August 2003), this project is complete.
245 – Tacoma Dome Station	CT	○	○	○	○	○	○	2003	2003	CT	SCHEDELE: Station is in operation. Remaining work includes: installation of the CCTV/PAVMS systems; monitoring, reporting, and closeout of the environmental remediation of the Johannes, Neely, and Capp properties; and final payment of the Scheidt and Bachmann TVM contract.
											SCOPE: Station completed August 2003.
											SCHEDELE: Station operations began with opening of Res. Connector
											BUDGET: Station construction completed under budget.
											high risk - ● medium risk - ○ low risk - ○ budget risk - ■

2004 Risk Assessments for Sounder Commuter Rail Projects

See discussion of Risk Assessments on page 16 & 17

PIERCE COUNTY (continued)	SUBAREA / PROJECT	ESTIMATE		BUDGET RISK		SCHEDULE RISK		COMMENTS	
		2003 BUDGET SCHEDULE	RISK LEVEL	2004 BUDGET SCHEDULE	RISK LEVEL	2003 BUDGET SCHEDULE	RISK LEVEL	2004 BUDGET SCHEDULE	RISK LEVEL
251-South Tacoma Station	PE	○		○	2006	2006	PE		
253-Lakewood Station (Lakewood Trans. Ctr.)	PE	●		●	2006	2006	PE		
255 – Lakewood CBD Connection	CT	○		○	2002	2002	CT		
Layover Project	CE	●		●	2006	2007	PE		
CCTV	PE	●		●	2004	2004	PE		
TVM	FD	○		○	2007	2007	FD		

high risk - ● medium risk - ♦ low risk - ○ budget risk - ☐

PE = Preliminary Engineering FD = Final Design CO = Construction CT = Complete

OBJECTIVES AND ACTION PLANS

Objectives

1. To deliver safe and reliable Sounder commuter rail service--three round trips between Seattle and Tacoma, and an initial single round-trip demonstration between Everett and Seattle.
2. To make substantial progress on the capital program of the Tacoma-Seattle segment, continuing progress toward full service (nine round trips) between Tacoma and Seattle.
3. To make substantial progress on the capital program of the Everett-Seattle segment.
4. To make substantial progress on the capital program of the Lakewood-Tacoma segment.

Action plans

Tacoma-Seattle Segment

1. Work with the BNSF Railway to complete track and signal systems improvements (Phase II) on schedule and within budget of the construction agreement.
2. Oversee the BNSF construction of track and signal improvements to ensure accomplishment in a cost-effective manner, and in compliance with environmental regulations and requirements.
3. Achieve 95% on-time performance for Sounder service.
4. Expand scheduled service window available for commuters.

Everett-Seattle Segment

1. Implement agreements with BNSF to initiate their construction program and Sound Transit permitting and environmental compliance.
2. Complete final design and begin first phase construction of Edmonds Station.
3. Begin final design of Mukilteo Station.
4. Begin construction of Everett Station parking and pedestrian bridge improvements.

Lakewood-Tacoma Segment

1. Complete real estate acquisition for the D-M Street Connector and the Lakeview Subdivision.
2. Complete final design for Lakewood Station.
3. Begin final design for South Tacoma Station.
4. Complete final design for Lakewood-Tacoma track and signal work.
5. Achieve 95% on-time performance for Sounder service.
6. Build ridership using marketing, schedule refinement and community outreach processes.

Sounder Staff Operating Budget

	2002 ACTUALS	ADOPTED 2003 BUDGET	2003 ACTUALS	ADOPTED 2004 BUDGET
SALARIES AND BENEFITS				
Salaries	\$ 956,690	\$ 1,669,364	\$ 1,251,984	\$ 1,896,442
Benefits	449,400	712,064	606,300	878,545
<i>Subtotal</i>	<i>1,406,090</i>	<i>2,381,428</i>	<i>1,858,284</i>	<i>2,774,987</i>
SERVICES				
Consultant/Management	236,659	247,000	11,092	153,000
Legal	-	-	-	-
Accounting/Auditing	-	-	-	-
Maintenance	94	-	-	-
Hardware/Software Maint.	-	-	-	-
Printing/Binding	5,182	14,000	1,501	10,000
Advertising/Marketing	-	400	-	-
Interlocal Agreements	4,454	-	-	-
Other Services	66,437	28,800	97,632	54,800
<i>Subtotal</i>	<i>312,825</i>	<i>290,200</i>	<i>110,225</i>	<i>217,800</i>
MATERIALS AND SUPPLIES				
Office Supplies	4,620	10,800	8,413	10,000
Postage	1,000	4,400	150	1,000
Small Equipment/Furniture	4,413	5,000	2,094	2,500
Other Materials & Supplies	259	12,000	6,975	6,500
<i>Subtotal</i>	<i>10,292</i>	<i>32,200</i>	<i>17,632</i>	<i>20,000</i>
MISCELLANEOUS EXPENSES				
Dues & Memberships	2,511	-	3,368	2,497
Travel & Meetings	23,974	24,320	45,029	40,000
Books & Subscriptions	16	2,500	169	1,000
Training	3,133	5,190	4,845	21,253
Contingency	-	-	-	-
Other Misc. Expenses	35,435	6,000	16,211	3,000
<i>Subtotal</i>	<i>65,069</i>	<i>38,010</i>	<i>69,622</i>	<i>67,750</i>
LEASES AND RENTALS				
Admin. Facilities Rental	-	-	-	-
Leased Vehicles/Parking	-	-	-	-
Meeting Space	-	2,100	631	-
Leased Furniture & Eqpt.	-	-	-	-
<i>Subtotal</i>	<i>-</i>	<i>2,100</i>	<i>631</i>	<i>-</i>
OTHER EXPENSES				
Utilities	-	-	-	-
Insurance	-	-	-	-
Interest Expense	50	-	-	-
Depreciation	-	-	-	-
Taxes	-	-	-	-
<i>Subtotal</i>	<i>50</i>	<i>-</i>	<i>-</i>	<i>-</i>
TOTAL STAFF OPERATIONS	\$1,794,326	\$2,743,938	\$2,056,394	\$3,080,537

Adopted 2004 Budget by Subarea
Sounder Commuter Rail

Subarea Name	1997-2002	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	52,487	83,295	90,975	23,798	62,363	70,867	890	0	384,675
South King County	196,188	36,416	57,086	51,833	16,995	1,467	479	0	360,465
Pierce County	147,057	45,270	78,414	71,660	68,035	51,494	3,079	0	465,008
Sounder Commuter Rail	395,732	164,981	226,475	147,291	147,393	123,828	4,447	0	1,210,148

Adopted 2004 Budget by Project Sounder Commuter Rail

Project Number and Name	1997-2002	2003	2004	2005	2006	2007	2008	2009	Total
100 Everett-Seattle (Track & Facilities)	33,550	82,441	82,319	1,699	51,263	51,112	730	0	303,114
110 Seattle-Auburn (Track & Facilities)	113,491	34,325	52,423	47,514	11,851	100	0	0	259,705
120 Auburn-Tacoma Dome (Track & Facilities)	90,702	28,147	42,372	37,792	9,653	0	0	0	208,666
130 Tacoma to Lakewood (Track & Facilities)	21,789	5,943	18,537	17,976	39,774	28,480	2,888	0	135,387
131 Shoreline Mitigation	0	0	1,329	3,112	2,499	3,348	0	0	10,288
140 Layover	10,619	928	2,395	4,929	1,650	1,730	830	0	23,081
150 Nisqually to Lakewood (Track & Facilities)	0	3,000	0	6,000	0	6,000	0	0	15,000
201 Everett Multimodal Station	15,008	606	2,375	8,883	0	0	0	0	26,872
205 Mukilteo Station	905	82	351	4,356	2,729	9,791	0	0	18,214
207 Edmonds Station	949	151	2,862	4,658	1,200	3,285	0	0	13,106
212 TVM	3,785	0	4,043	1,588	0	0	0	0	9,416
216 CCTV	0	0	3,308	0	2,321	0	0	0	5,629
231 King St. Station	7,783	161	1	0	0	0	0	0	7,944
233 Boeing Access Road Station	72	0	0	211	0	0	0	0	283
235 Tukwila Station (Longacres)	12,037	93	829	2,312	3,727	273	0	0	19,271
237 Kent Station	31,245	1,122	193	0	0	0	0	0	32,560
239 Auburn Station	25,415	204	5	420	0	0	0	0	26,044
241 Sumner Station	8,538	242	1,469	159	0	0	0	0	10,408
243 Puyallup Station	12,583	697	80	0	0	0	0	0	13,360
245 Tacoma Dome Station	5,143	4,559	1,743	404	0	0	0	0	11,848
251 South 56th St. Station (Tacoma)	1,023	64	1,119	3,279	5,438	0	0	0	10,922
253 Lakewood Station	1,140	355	8,722	1,861	6,379	6,947	0	0	25,404
255 Lakewood CBD Rail Station Connection	68	1,748	0	139	0	0	0	0	1,955
601 Snohomish Program Reserve	0	0	0	0	2,819	2,819	0	0	5,639
602 Pierce Program Reserve	0	0	0	0	6,089	9,942	0	0	16,031
Sounder Commuter Rail	395,845	164,868	226,475	147,291	147,393	123,828	4,447	0	1,210,148

Department	Sounder Commuter Rail
Project	Description
100	Everett-Seattle (Track & Facilities)

Sound Transit will provide commuter rail service between Seattle and Everett on the existing Burlington Northern Santa Fe (BNSF) tracks. This line item includes capital costs of tracks, signals, layover facilities and vehicles.
Changes since 2003: Lifetime project budget has been revised to incorporate the final Board approved negotiation settlement with BNSF.

Summaries

	Baseline (in YOE\$000)	\$0
Current Budget (in YOE\$000)	\$303,114	
Adopted Budget (in YOE\$000)	\$303,114	

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$33,550	\$82,441	\$82,319	\$1,699	\$51,263	\$51,112	\$730	\$0	\$303,114
Total	\$33,550	\$82,441	\$82,319	\$1,699	\$51,263	\$51,112	\$730	\$0	\$303,114

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$2,710	\$2,057	\$1,000	\$1,577	\$1,000	\$1,000	\$675	\$0	\$10,018
Pre-Engineering/Env Review	\$2,834	\$1,123	\$0	\$0	\$0	\$0	\$0	\$0	\$3,957
Final Design and Specification	\$9	\$19	\$10	\$0	\$0	\$0	\$0	\$0	\$39
ROW Acquisition and Permits	\$0	\$79,072	\$79,050	\$0	\$50,050	\$50,050	\$55	\$0	\$258,277
Construction	\$170	\$170	\$10	\$123	\$213	\$0	\$0	\$0	\$686
Vehicles	\$27,827	\$0	\$2,249	\$0	\$0	\$0	\$0	\$0	\$30,076
Contingency	\$0	\$0	\$0	\$0	\$62	\$0	\$0	\$0	\$62
Total	\$33,550	\$82,441	\$82,319	\$1,699	\$51,263	\$51,112	\$730	\$0	\$303,114

Department	Sounder Commuter Rail	Description
Project	110 Seattle-Auburn (Track & Facilities)	<p>This project includes capital costs of tracks, signals, layover facilities and vehicles. □</p> <p>The main activity in 2004 is the ongoing construction of track and signal improvements by the BNSF. Phase I of the project will be completed in the spring of 2004 and is required to support the current Phase I level of Service. Phase II contracts are under way and the schedule for completion of the total construction project is April 2006. The total project will be about 70% complete at mid-year 2004. □</p> <p>The project also includes the Reservation-Frighthouse Square track and signal work that will be completed in 2003.</p> <p>Changes since 2003: Reduction of \$8.8 million transferred to newly created Layover Project.</p>

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
South King County	\$113,491	\$34,325	\$52,423	\$47,514	\$11,851	\$100	\$0	\$0	\$259,705
Total	\$113,491	\$34,325	\$52,423	\$47,514	\$11,851	\$100	\$0	\$0	\$259,705

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$5,652	\$1,327	\$1,024	\$3,089	\$1,835	\$0	\$0	\$0	\$0
Pre-Engineering/Env Review	\$5,676	\$133	\$0	(\$107)	\$0	\$0	\$0	\$0	\$5,702
Final Design and Specification	\$4,277	\$556	\$0	\$113	\$0	\$0	\$0	\$0	\$4,947
ROW Acquisition and Permits	\$24	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$24
Construction	\$48,580	\$32,268	\$51,058	\$40,763	\$10,016	\$100	\$0	\$0	\$182,785
Vehicles	\$49,281	\$41	\$0	\$3,657	\$0	\$0	\$0	\$0	\$52,979
Contingency	\$0	\$0	\$341	\$0	\$0	\$0	\$0	\$0	\$341
Total	\$113,491	\$34,325	\$52,423	\$47,514	\$11,851	\$100	\$0	\$0	\$259,705

Department	Sounder Commuter Rail
Project	Auburn-Tacoma Dome (Track & Facilities)

This project includes capital costs of tracks, signals, layover facilities and vehicles. □

The main activity in 2004 is the ongoing construction of track and signal improvements by the BNQSF. Phase I of the project will be completed in the spring of 2004 and is required to support the current Phase I level of Service. Phase II contracts are under way and the schedule for completion of the total construction project is April 2006. The total project will be about 70% complete at mid-year 2004. □

The project also includes the Reservation-Frighthouse Square track and signal work that will be completed in 2003.

Changes since 2003: Reduction of \$7 million transferred to newly created Layover Project.

Summaries

	Baseline (in YOE\$000)	\$248,802
	Current Budget (in YOE\$000)	\$208,666
	Adopted Budget (in YOE\$000)	\$208,666

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Pierce County	\$90,702	\$28,147	\$42,372	\$37,792	\$9,653	\$0	\$0	\$0	\$208,666
Total	\$90,702	\$28,147	\$42,372	\$37,792	\$9,653	\$0	\$0	\$0	\$208,666

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$4,420	\$1,026	\$1,017	\$1,141	\$1,544	\$0	\$0	\$0	\$0
Pre-Engineering/Env Review	\$4,676	\$61	\$0	\$4	\$0	\$0	\$0	\$0	\$4,742
Final Design and Specification	\$3,503	\$466	\$0	\$0	\$0	\$0	\$0	\$0	\$3,969
Construction	\$39,555	\$26,566	\$41,355	\$33,680	\$8,109	\$0	\$0	\$0	\$149,266
Vehicles	\$38,548	\$27	\$0	\$2,163	\$0	\$0	\$0	\$0	\$40,738
Contingency	\$0	\$0	\$0	\$803	\$0	\$0	\$0	\$0	\$803
Total	\$90,702	\$28,147	\$42,372	\$37,792	\$9,653	\$0	\$0	\$0	\$208,666

Department	Sounder Commuter Rail
Project	Tacoma to Lakewood (Track & Facilities)

Description	
Sound Transit will provide commuter rail service between Lakewood and Tacoma on the existing BNSF branch line known as the Lakeview Subdivision and on a new track and alignment between M Stand and the new Tacoma Dome Station at Freighthouse Square.	

Changes since 2003: Project lifetime budget has been revised to incorporate the Board approved final agreement with BNSF. A total of \$15 million has been transferred from this project to the new Tacoma to Nisqually project (150).

		Summaries				
		Baseline (in YOE\$000)	\$0	Current Budget (in YOE\$000)	\$135,387	Adopted Budget (in YOE\$000)

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Pierce County	\$21,789	\$5,943	\$18,537	\$17,976	\$39,774	\$28,480	\$2,888	\$0	\$135,387
Total	\$21,789	\$5,943	\$18,537	\$17,976	\$39,774	\$28,480	\$2,888	\$0	\$135,387

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$1,329	\$378	\$700	\$2,239	\$2,000	\$2,000	\$1,511	\$0	\$10,156
Pre-Engineering/Env Review	\$1,400	\$85	\$461	\$20	\$0	\$0	\$0	\$0	\$1,966
Final Design and Specification	\$1,291	\$50	\$1,847	\$3,385	\$616	\$308	\$0	\$0	\$7,496
ROW Acquisition and Permits	\$0	\$5,430	\$13,515	\$2,000	\$6,041	\$0	\$0	\$0	\$26,987
Construction	\$0	\$0	\$0	\$10,331	\$30,994	\$26,172	\$1,377	\$0	\$68,874
Vehicles	\$17,769	\$0	\$2,014	\$0	\$0	\$0	\$0	\$0	\$19,783
Contingency	\$0	\$0	\$0	\$0	\$124	\$0	\$0	\$0	\$124
Total	\$21,789	\$5,943	\$18,537	\$17,976	\$39,774	\$28,480	\$2,888	\$0	\$135,387

Department	Sounder Commuter Rail
Project	Shoreline Mitigation

Description	
Scope includes: Estuarine mitigation site, Trestle(s) construction, Deer Creek Mitigation site, City of Everett wetland mitigation site, City of Seattle wetland mitigation site.	
	This is a new project, related to the Everett to Seattle track segment.
131	

Summaries

	Baseline (in YOE\$000)	\$0
	Current Budget (in YOE\$000)	\$10,288
	Adopted Budget (in YOE\$000)	\$10,288

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$0	\$0	\$1,329	\$3,112	\$2,499	\$3,348	\$0	\$0	\$10,288
Total	\$0	\$0	\$1,329	\$3,112	\$2,499	\$3,348	\$0	\$0	\$10,288

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$0	\$0	\$141	\$318	\$318	\$318	\$0	\$0	\$1,095
Pre-Engineering/Env Review	\$0	\$0	\$366	\$0	\$0	\$0	\$0	\$0	\$366
Final Design and Specification	\$0	\$0	\$322	\$456	\$0	\$0	\$0	\$0	\$778
ROW Acquisition and Permits	\$0	\$0	\$500	\$1,102	\$945	\$0	\$0	\$0	\$2,547
Construction	\$0	\$0	\$0	\$1,236	\$1,236	\$3,030	\$0	\$0	\$5,502
Total	\$0	\$0	\$1,329	\$3,112	\$2,499	\$3,348	\$0	\$0	\$10,288

Department	Sounder Commuter Rail
Project	
140	Layover

Description
Storage tracks and facilities for overnight layover of trains are required at Tacoma, Everett, and Lakewood. Through 2003, the budget for this project has been included in track and facilities projects 100, 110, 120 and 130. It is now separated as a single project.

Summaries

	Baseline (in YOE\$000)	\$0
	Current Budget (in YOE\$000)	\$23,081
	Adopted Budget (in YOE\$000)	\$23,081

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$1,873	\$15	\$419	\$586	\$452	\$511	\$160	\$0	\$4,015
South King County	\$3,985	\$470	\$910	\$929	\$882	\$1,094	\$479	\$0	\$8,850
Pierce County	\$4,762	\$443	\$1,066	\$3,414	\$216	\$125	\$191	\$0	\$10,216
Total	\$10,619	\$928	\$2,395	\$4,929	\$1,651	\$1,730	\$830	\$0	\$23,081

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$0	\$0	\$30	\$30	\$130	\$130	\$29	\$0	\$349
Final Design and Specification	\$0	\$0	\$112	\$151	\$105	\$7	\$0	\$0	\$375
ROW Acquisition and Permits	\$0	\$0	\$100	\$250	\$250	\$150	\$0	\$0	\$750
Construction	\$10,619	\$928	\$2,153	\$4,498	\$1,166	\$1,443	\$278	\$0	\$21,084
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$523	\$0	\$523
Total	\$10,619	\$928	\$2,395	\$4,929	\$1,651	\$1,730	\$830	\$0	\$23,081

Department	Sounder Commuter Rail	Description
Project	150 Nisqually to Lakewood (Track & Facilities)	Changes since 2003: This is a new project created by transferring \$15 million from the Tacoma to Lakewood Track & Facilities project (130), which is also located in Pierce County.

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total	Summaries
										Baseline (in YOE\$000)
Pierce County	\$0	\$3,000	\$0	\$6,000	\$0	\$6,000	\$0	\$0	\$0	\$15,000
Total	\$0	\$3,000	\$0	\$6,000	\$0	\$6,000	\$0	\$0	\$0	\$15,000

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total	Summaries
										Current Budget (in YOE\$000)
ROW Acquisition and Permits	\$0	\$3,000	\$0	\$6,000	\$0	\$6,000	\$0	\$0	\$0	\$15,000
Total	\$0	\$3,000	\$0	\$6,000	\$0	\$6,000	\$0	\$0	\$0	\$15,000

Department	Sounder Commuter Rail
Project	Description
201	Everett Multimodal Station

Summaries	
Baseline (in YOE\$000)	\$0
Current Budget (in YOE\$000)	\$26,872
Adopted Budget (in YOE\$000)	\$26,872

Everett Station is a City of Everett project. The City is the lead agency responsible for the development of the overall facility. Sound Transit is constructing the commuter rail-related components during 2003. The station is now in operation for buses and for Amtrak trains. This station accommodates a variety of transportation modes including Amtrak, Greyhound, Everett Transit, Community Transit, ST Regional Express, Sounder Commuter Rail, charters, taxis, and shuttles.

Changes since 2003: Project lifetime budget has been revised to incorporate the Board approved estimate at completion (EAC). Transferred \$997k to the newly created CCTV (\$353k) and TVM (\$644k) projects.

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$15,008	\$606	\$2,375	\$8,883	\$0	\$0	\$0	\$0	\$26,872
Total	\$15,008	\$606	\$2,375	\$8,883	\$0	\$0	\$0	\$0	\$26,872

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$530	\$230	\$593	\$0	\$0	\$0	\$0	\$0	\$1,583
Pre-Engineering/Env Review	\$1,196	\$0	\$368	\$0	\$0	\$0	\$0	\$0	\$1,564
Final Design and Specification	\$856	\$20	\$351	\$0	\$0	\$0	\$0	\$0	\$1,227
ROW Acquisition and Permits	\$6,895	\$66	\$425	\$0	\$0	\$0	\$0	\$0	\$7,386
Construction	\$5,532	\$290	\$1,000	\$8,291	\$0	\$0	\$0	\$0	\$15,113
Total	\$15,008	\$606	\$2,375	\$8,883	\$0	\$0	\$0	\$0	\$26,872

Department	Sounder Commuter Rail	Description
Project	205 Mukilteo Station	<p>The Mukilteo commuter rail station is designed to be a component of a larger multimodal transit facility including a new dual-slip ferry terminal planned by Washington State Ferries. The Cities of Mukilteo and Everett, the Port of Everett, WSDOT and ST are all parties to an agreement for the long-range planning of the Tank Farm property where the ferry terminal and commuter rail station will be developed. Various elements of this long-range plan may proceed independently.</p> <p>Changes since 2003: Project lifetime budget has been revised to reflect Board approved estimate at completion (EAC). Transferred \$824k to the newly created CCTV (\$353k) and TVM (\$471k) projects.</p>

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$905	\$82	\$351	\$4,356	\$2,729	\$9,791	\$0	\$0	\$18,214
Total	\$905	\$82	\$351	\$4,356	\$2,729	\$9,791	\$0	\$0	\$18,214

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$105	\$0	\$225	\$427	\$300	\$300	\$0	\$0	\$1,358
Pre-Engineering/Env Review	\$490	\$0	\$121	\$486	\$0	\$0	\$0	\$0	\$1,097
Final Design and Specification	\$10	\$59	\$0	\$600	\$1,373	\$0	\$0	\$0	\$2,043
ROW Acquisition and Permits	\$91	\$5	\$5	\$2,844	\$0	\$0	\$0	\$0	\$2,946
Construction	\$207	\$18	\$0	\$0	\$1,055	\$9,491	\$0	\$0	\$10,770
Total	\$905	\$82	\$351	\$4,356	\$2,729	\$9,791	\$0	\$0	\$18,214

Department	Sounder Commuter Rail
Project	207 Edmonds Station

Description

The City of Edmonds and WSDOT plan to develop a new multimodal terminal at Point Edwards to accommodate a dual-slip ferry terminal, local and express bus service, parking and commuter and Amtrak service. Various parts of this long-range plan may proceed independently. The interim Edmonds commuter rail station will serve Edmonds until such time as the multimodal terminal is built. This budget assumes a single phase of construction. When more information is obtained from BNSF regarding track and signal improvement construction schedule, additional funding may be required to address phased approach to station construction.

Changes since 2003: Project lifetime budget has been revised to reflect Board approved estimate at completion (EAC). Transferred \$823k to the newly created CCTV (\$353k) and TV/M (\$471k) projects.

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$949	\$151	\$2,862	\$4,658	\$1,200	\$3,285	\$0	\$0	\$13,106
Total	\$949	\$151	\$2,862	\$4,658	\$1,200	\$3,285	\$0	\$0	\$13,106

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$109	\$0	\$200	\$352	\$200	\$200	\$0	\$0	\$1,060
Pre-Engineering/Env Review	\$478	\$0	\$300	\$302	\$0	\$0	\$0	\$0	\$1,080
Final Design and Specification	\$10	\$1	\$562	\$781	\$0	\$0	\$0	\$0	\$1,355
ROW Acquisition and Permits	\$107	\$71	\$1,800	\$2,19	\$0	\$0	\$0	\$0	\$2,197
Construction	\$246	\$79	\$0	\$3,004	\$1,000	\$3,085	\$0	\$0	\$7,414
Total	\$949	\$151	\$2,862	\$4,658	\$1,200	\$3,285	\$0	\$0	\$13,106

Department	Sounder Commuter Rail	Description
Project	212 TVM	<p>Ticket vending machines (TVMs) are a systemwide project. The program consists of the fabrication and installation of 40 TVMs at the twelve Sounder stations. The 40 TVMs are dispersed across the system based on long-term projected ridership. TVMs are usually located on the station platforms, with the majority located on the platform serving the highest ridership direction during the morning peak period. Where possible, TVMs are located near the mini-high platforms for the convenience of persons with disabilities. Sounder TVMs are capable of providing both text and spoken directions in seven languages. TVMs sell tickets and passes via an interactive touch screen.</p> <p>This is a newly created project whose costs were budgeted previously in the Station budgets.</p>

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$203	\$0	\$1,176	\$504	\$0	\$0	\$0	\$0	\$1,883
South King County	\$2,201	\$0	\$1,117	\$447	\$0	\$0	\$0	\$0	\$3,766
Pierce County	\$1,381	\$0	\$1,749	\$637	\$0	\$0	\$0	\$0	\$3,767
Total	\$3,785	\$0	\$4,043	\$1,588	\$0	\$0	\$0	\$0	\$9,416

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Pre-Engineering/Env Review	\$54	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$54
Construction	\$3,731	\$0	\$4,043	\$1,588	\$0	\$0	\$0	\$0	\$9,362
Total	\$3,785	\$0	\$4,043	\$1,588	\$0	\$0	\$0	\$0	\$9,416

Department	Sounder Commuter Rail
Project	Sounder Commuter Rail
216	CCTV

Description		Summaries				
		Baseline (in YOE\$000)	Current Budget (in YOE\$000)	Adopted Budget (in YOE\$000)		Total
	Sounder will be implementing closed circuit TV (CCTV) and passenger information system at all operational and planned rail stations. The system includes a number of CCTV cameras at each station and an audible public announcement and variable message sign system. Central control and monitoring will occur at Union Station.	\$0	\$5,629	\$5,629		\$0
	This is a newly created project whose costs were budgeted previously in the Station budgets.					
	Changes since 2003: Increase of \$1 million transferred from the Regional Fund.					

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$0	\$0	\$143	\$0	\$1,401	\$0	\$0	\$0	\$1,544
South King County	\$0	\$0	\$1,607	\$0	\$434	\$0	\$0	\$0	\$2,041
Pierce County	\$0	\$0	\$1,559	\$0	\$485	\$0	\$0	\$0	\$2,044
Total	\$0	\$0	\$3,308	\$0	\$2,321	\$0	\$0	\$0	\$5,629

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$0	\$0	\$284	\$0	\$171	\$0	\$0	\$0	\$455
Final Design and Specification	\$0	\$0	\$327	\$0	\$670	\$0	\$0	\$0	\$997
Construction	\$0	\$0	\$2,698	\$0	\$1,480	\$0	\$0	\$0	\$4,178
Total	\$0	\$0	\$3,308	\$0	\$2,321	\$0	\$0	\$0	\$5,629

Department	Sounder Commuter Rail
Project	King St. Station

Description	
The station is located immediately east of the historic King Street Station building, near the intersection of Jackson and S. 4th Streets in downtown Seattle. King Street Station is Sounder's major downtown terminal, and is projected to always remain the highest ridership station in the commuter rail system. Sounder's station is part of a larger complex and physical plant that serves Amtrak passenger and BNSF freight trains.	

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
South King County	\$7,783	\$161	\$1	\$0	\$0	\$0	\$0	\$0	\$7,945
Total	\$7,783	\$161	\$1	\$0	\$0	\$0	\$0	\$0	\$7,945

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$440	\$0	\$1	\$0	\$0	\$0	\$0	\$0	\$441
Pre-Engineering/Env Review	\$134	\$67	\$0	\$0	\$0	\$0	\$0	\$0	\$201
Final Design and Specification	\$470	\$60	\$0	\$0	\$0	\$0	\$0	\$0	\$530
ROW Acquisition and Permits	\$27	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$27
Construction	\$6,711	\$33	\$0	\$0	\$0	\$0	\$0	\$0	\$6,744
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$7,783	\$161	\$1	\$0	\$0	\$0	\$0	\$0	\$7,945

Department	Sounder Commuter Rail
Project	Description
235	Tukwila Station (Longacres)

Summaries	
Baseline (in YOE\$000)	\$20,331
Current Budget (in YOE\$000)	\$19,271
Adopted Budget (in YOE\$000)	\$19,271

The permanent station would border along the city limits of Renton and Tukwila.

The station will be constructed south of Longacres Way and west of BNSF railroad tracks. Sound Transit owns 10 acres of property between the BNSF and UPRR railroad tracks and between Longacres Way and Strander Boulevard. The major components of the Longacres Station will include two 600-ft to 1000-ft platforms with canopies on the east side and west side of the BNSF's tracks, an 800 -to-1,000 stall surface parking lot on west side of the BNSF tracks on Sound Transit's property, a bus transfer facility, two ticket vending machines, and bike lockers. All Sounder stations will have a closed circuit TV, public address and/or changeable message sign system.

Changes since 2003: Reduction of \$1.059m moved to the newly created CCTV (\$353k) and TV/M (\$706k) projects.

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
South King County	\$12,037	\$93	\$829	\$2,312	\$3,727	\$273	\$0	\$0	\$19,271
Total	\$12,037	\$93	\$829	\$2,312	\$3,727	\$273	\$0	\$0	\$19,271

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$705	\$0	\$503	\$592	\$0	\$0	\$0	\$0	\$1,800
Pre-Engineering/Env Review	\$250	\$29	\$0	\$20	\$31	\$0	\$0	\$0	\$430
Final Design and Specification	\$433	\$37	\$38	\$35	\$317	\$0	\$0	\$0	\$860
ROW Acquisition and Permits	\$8,553	\$2	\$15	\$48	\$49	\$0	\$0	\$0	\$8,667
Construction	\$2,097	\$25	\$0	\$1,344	\$2,958	\$0	\$0	\$0	\$6,423
Contingency	\$0	\$0	\$273	\$273	\$273	\$0	\$0	\$0	\$1,091
Total	\$12,037	\$93	\$829	\$2,312	\$3,727	\$273	\$0	\$0	\$19,271

Department	Sounder Commuter Rail
Project	Kent Station

Description

The station is located in the north end of downtown Kent on the BNSF tracks between James Street and Smith Street, and 1st Ave. and Railroad Ave. This station includes a bus island used by Metro Transit and Regional Express buses along with 1,024 parking stalls, of which 191 stalls are for Metro's use and 833 for Sound Transit's use.

Through an interlocal agreement with the City of Kent Sound Transit also funded several million dollars worth of street improvements in the area surrounding the station.

Changes since 2003: Reduction of \$3,174m moved to the newly created CCTV (\$353k) and TV/M (\$1,907m) projects, as well as \$914k to reflect the City of Kent Transportation Improvement Agreement.

Summaries

	Baseline (in YOE\$000)	\$34,398
	Current Budget (in YOE\$000)	\$32,560
	Adopted Budget (in YOE\$000)	\$32,560

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
South King County	\$31,204	\$1,163	\$193	\$0	\$0	\$0	\$0	\$0	\$32,560
Total	\$31,204	\$1,163	\$193	\$0	\$0	\$0	\$0	\$0	\$32,560

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$1,159	\$0	\$2	\$0	\$0	\$0	\$0	\$0	\$0
Pre-Engineering/Env Review	\$217	\$48	\$0	\$0	\$0	\$0	\$0	\$0	\$265
Final Design and Specification	\$1,338	\$46	\$0	\$0	\$0	\$0	\$0	\$0	\$1,384
ROW Acquisition and Permits	\$7,849	\$468	\$0	\$0	\$0	\$0	\$0	\$0	\$8,316
Construction	\$20,641	\$601	\$0	\$0	\$0	\$0	\$0	\$0	\$21,242
Contingency	\$0	\$0	\$191	\$0	\$0	\$0	\$0	\$0	\$191
Total	\$31,204	\$1,163	\$193	\$0	\$0	\$0	\$0	\$0	\$32,560

Department	Sounder Commuter Rail
Project	Auburn Station

Description
The station is located at the west end of downtown Auburn on the BNSF tracks, south of Main St. between A Street and C Street. This station includes a bus loop used by Metro Transit and Regional Express buses along with 535 transit parking stalls including 21 short-term stalls. In addition, 180 stalls have been included in the parking garage for the City's exclusive use.

		Summaries		
		Baseline (in YOE\$000)	Current Budget (in YOE\$000)	Adopted Budget (in YOE\$000)
		\$0	\$26,044	\$26,044

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
South King County	\$25,415	\$204	\$5	\$420	\$0	\$0	\$0	\$0	\$26,044
Total	\$25,415	\$204	\$5	\$420	\$0	\$0	\$0	\$0	\$26,044

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$942	\$186	\$2	\$0	\$0	\$0	\$0	\$0	\$0
Pre-Engineering/Env Review	\$157	\$15	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Final Design and Specification	\$1,359	\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$1,361
ROW Acquisition and Permits	\$4,640	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$4,641
Construction	\$18,317	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$18,318
Contingency	\$0	\$3	\$420	\$0	\$0	\$0	\$0	\$0	\$423
Total	\$25,415	\$204	\$5	\$420	\$0	\$0	\$0	\$0	\$26,044

Department	Sounder Commuter Rail	Description
Project		
241	Summer Station	<p>This station is located on the BNSF tracks, at Maple Street in Summer. An additional parking lot was constructed in 2003, accommodating up to 80 vehicles.</p> <p>Changes since 2003: Reduction of \$823k moved to the newly created CCTV (\$353k) and TVM (\$470k) projects.</p>

Summaries

	Baseline (in YOE\$000)	\$11,230
	Current Budget (in YOE\$000)	\$10,408
	Adopted Budget (in YOE\$000)	\$10,408

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Pierce County	\$8,538	\$242	\$1,469	\$159	\$0	\$0	\$0	\$0	\$10,408
Total	\$8,538	\$242	\$1,469	\$159	\$0	\$0	\$0	\$0	\$10,408

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$403	\$153	\$284	\$0	\$0	\$0	\$0	\$0	\$0
Pre-Engineering/Env Review	\$118	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Final Design and Specification	\$446	\$72	\$0	\$0	\$0	\$0	\$0	\$0	\$519
ROW Acquisition and Permits	\$1,419	\$0	\$115	\$0	\$0	\$0	\$0	\$0	\$1,534
Construction	\$6,152	\$11	\$354	\$0	\$0	\$0	\$0	\$0	\$6,517
Contingency	\$0	\$0	\$716	\$159	\$0	\$0	\$0	\$0	\$875
Total	\$8,538	\$242	\$1,469	\$159	\$0	\$0	\$0	\$0	\$10,408

Department	Sounder Commuter Rail
Project	Puyallup Station

Description		Summaries									
		Baseline (in YOE\$000)		\$16,163							
		Current Budget (in YOE\$000)		\$13,360							
		Adopted Budget (in YOE\$000)		\$13,360							
Station is in operation. Remaining work includes: monitoring, reporting, and closeout of the environmental remediation of the Johannes, Neely, and Capp properties.											
No changes since last year's budget.											

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Pierce County	\$12,583	\$697	\$80	\$0	\$0	\$0	\$0	\$0	\$13,360
Total	\$12,583	\$697	\$80	\$0	\$0	\$0	\$0	\$0	\$13,360

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$489	\$76	\$60	\$0	\$0	\$0	\$0	\$0	\$624
Pre-Engineering/Env Review	\$245	\$6	\$0	\$0	\$0	\$0	\$0	\$0	\$251
Final Design and Specification	\$484	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$485
ROW Acquisition and Permits	\$4,886	\$559	\$0	\$0	\$0	\$0	\$0	\$0	\$5,445
Construction	\$6,480	\$55	\$20	\$0	\$0	\$0	\$0	\$0	\$6,555
Total	\$12,583	\$697	\$80	\$0	\$0	\$0	\$0	\$0	\$13,360

Department	Sounder Commuter Rail
Project	Tacoma Dome Station

Description		Summaries					
The Tacoma Dome Station will serve as a major multimodal facility for customers using Sounder commuter rail, ST Express buses, Link light rail and Pierce Transit services. Station construction was completed August 2003.		Baseline (in YOE\$000)			\$17,319		
Changes since 2003: Reduction of \$1.528m moved to the newly created CCTV (\$353k) and TV/M (\$1.178m) projects. Project lifetime budget has been revised to reflect Board approved estimate at completion (EAC).		Current Budget (in YOE\$000)			\$11,848		
		Adopted Budget (in YOE\$000)			\$11,848		

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Pierce County	\$5,143	\$4,559	\$1,743	\$404	\$0	\$0	\$0	\$0	\$11,848
Total	\$5,143	\$4,559	\$1,743	\$404	\$0	\$0	\$0	\$0	\$11,848

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$369	\$388	\$90	\$0	\$0	\$0	\$0	\$0	\$0
Pre-Engineering/Env Review	\$419	\$6	\$0	\$0	\$0	\$0	\$0	\$0	\$425
Final Design and Specification	\$1,262	\$121	\$0	\$0	\$0	\$0	\$0	\$0	\$1,383
ROW Acquisition and Permits	\$2,354	\$172	\$0	\$0	\$0	\$0	\$0	\$0	\$2,526
Construction	\$739	\$3,871	\$1,015	\$0	\$0	\$0	\$0	\$0	\$5,625
Contingency	\$0	\$0	\$638	\$404	\$0	\$0	\$0	\$0	\$1,042
Total	\$5,143	\$4,559	\$1,743	\$404	\$0	\$0	\$0	\$0	\$11,848

Department	Sounder Commuter Rail
Project	South 56th St. Station (Tacoma)
251	

Description

This station will be located at South 56th Street on the BNSF Lakeview branch line. The Final Environmental Impact Statement (EIS) and Record of Decision from the FTA was issued in 2002.

Changes since 2003: Project lifetime budget has been revised to reflect Board approved estimate at completion (EAC).

Summaries

	Baseline (in YOE\$000)	\$0
	Current Budget (in YOE\$000)	\$10,922
	Adopted Budget (in YOE\$000)	\$10,922

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Pierce County	\$950	\$136	\$1,119	\$3,279	\$5,438	\$0	\$0	\$0	\$10,922
Total	\$950	\$136	\$1,119	\$3,279	\$5,438	\$0	\$0	\$0	\$10,922

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$85	\$7	\$150	\$347	\$235	\$0	\$0	\$0	\$823
Pre-Engineering/Env Review	\$427	\$111	\$40	\$13	\$0	\$0	\$0	\$0	\$591
Final Design and Specification	\$6	\$1	\$117	\$751	\$275	\$0	\$0	\$0	\$1,150
ROW Acquisition and Permits	\$126	\$0	\$812	\$109	\$0	\$0	\$0	\$0	\$1,047
Construction	\$306	\$18	\$0	\$1,827	\$4,311	\$0	\$0	\$0	\$6,461
Contingency	\$0	\$0	\$0	\$233	\$616	\$0	\$0	\$0	\$850
Total	\$950	\$136	\$1,119	\$3,279	\$5,438	\$0	\$0	\$0	\$10,922

Department	Sounder Commuter Rail
Project	253 Lakewood Station

Description

The proposed facility is a combined Sounder Commuter Rail station and Regional Express bus SR-512 park-&-ride expansion. The major components of the project include a Sounder platform with passenger shelters, landscaping, lighting, benches, bicycle lockers, trash receptacles and ticket vending machines. The REx components include a multi-bay bus transfer facility to occur adjacent to the commuter rail platform. Bus service will be provided by Sound Transit and Pierce Transit. All Sounder stations will have a closed circuit TV, public address and/or changeable message sign system.

Hazardous material and subsurface contamination issues may impact the acquisition of parcel(s) identified for the parking lots.

Changes since 2003: Project lifetime budget has been revised to reflect Board approved estimate at completion (EAC). Transferred \$1.294m to the newly created CCTV (\$353k) and TVM (\$941k) projects.

		Summaries		
		Baseline (in YOE\$000)	\$0	
		Current Budget (in YOE\$000)	\$25,404	
		Adopted Budget (in YOE\$000)	\$25,404	

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Pierce County	\$1,140	\$355	\$8,722	\$1,861	\$6,379	\$6,947	\$0	\$0	\$25,404
Total	\$1,140	\$355	\$8,722	\$1,861	\$6,379	\$6,947	\$0	\$0	\$25,404

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$104	\$21	\$222	\$405	\$473	\$487	\$0	\$0	\$0
Pre-Engineering/Env Review	\$469	\$13	\$500	\$196	\$0	\$0	\$0	\$0	\$1,711
Final Design and Specification	\$6	\$6	\$0	\$915	\$915	\$0	\$0	\$0	\$1,178
ROW Acquisition and Permits	\$48	\$289	\$8,000	\$345	\$0	\$0	\$0	\$0	\$1,841
Construction	\$513	\$27	\$0	\$0	\$4,992	\$5,402	\$0	\$0	\$10,933
Contingency	\$0	\$0	\$0	\$0	\$1,058	\$0	\$0	\$0	\$1,058
Total	\$1,140	\$355	\$8,722	\$1,861	\$6,379	\$6,947	\$0	\$0	\$25,404

Department	Sounder Commuter Rail	Description
Project		Summaries
601	Snohomish Program Reserve	Baseline (in YOE\$000) \$0
		Current Budget (in YOE\$000) \$5,639
		Adopted Budget (in YOE\$000) \$5,639

Scope: The Program Reserve is a means to manage risk and uncertainty for Sounder's Snohomish County projects. The project may not be used for additional scope. To transfer funds from this program reserve to any project a supermajority of the vote is required.
Changes since 2003: Project lifetime budget has been revised to incorporate the Board approved estimate at completion (EAC).

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$0	\$0	\$0	\$0	\$2,819	\$2,819	\$0	\$0	\$5,639
Total	\$0	\$0	\$0	\$0	\$2,819	\$2,819	\$0	\$0	\$5,639

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Contingency	\$0	\$0	\$0	\$0	\$2,819	\$2,819	\$0	\$0	\$5,639
Total	\$0	\$0	\$0	\$0	\$2,819	\$2,819	\$0	\$0	\$5,639

Department	Sounder Commuter Rail	Description
Project	602	<p>Scope: The Program Reserve is a means to manage risk and uncertainty for Lakewood to Tacoma Corridor projects in Pierce County. The reserve is not intended for additional scope. A super-majority vote of the Board will be required to transfer funds from this program reserve to a project. The Program Reserve was established in the 2004 Adopted Provisional budget at \$12.1 million and is being increased by a \$3.9 million transfer from the Tacoma Dome Station project, which has been completed.</p>

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Pierce County	\$0	\$0	\$0	\$0	\$6,089	\$9,942	\$0	\$0	\$16,031
Total	\$0	\$0	\$0	\$0	\$6,089	\$9,942	\$0	\$0	\$16,031

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Contingency	\$0	\$0	\$0	\$0	\$6,089	\$9,942	\$0	\$0	\$16,031
Total	\$0	\$0	\$0	\$0	\$6,089	\$9,942	\$0	\$0	\$16,031

Summaries

	Baseline (in YOE\$000)	\$0
Current Budget (in YOE\$000)	\$16,031	
Adopted Budget (in YOE\$000)	\$16,031	

LINK LIGHT RAIL

PROGRAM SUMMARY

Light rail is part of a regional high-capacity transit network that was approved by Puget Sound voters in 1996. It includes a 24-mile Central Link system connecting Seattle, Tukwila, and SeaTac; and a 1.6-mile Tacoma Link light rail line serving downtown Tacoma. This transportation investment will provide a stepping stone for expansion. The long-range vision involves light rail lines linking Everett, Seattle, Tacoma and Bellevue – the four Puget Sound regional centers.

Central Link light rail will create a new transportation corridor where it is needed most – in the major population and employment centers where existing roads and bus services are already at capacity during peak travel times. The adopted Initial Segment extends from the South 154th Station in Tukwila, connecting to Seattle-Tacoma International Airport using a shuttle bus, and moving through Tukwila and Rainier Valley on elevated and street-level tracks. It will pass through Beacon Hill in a tunnel, emerging in the industrial area south of downtown Seattle then continue north travelling along side the existing E-3 Busway and into the Downtown Seattle Transit Tunnel (DSTT) to Westlake Station. Both buses and rail will operate jointly in the downtown tunnel. This initial segment is scheduled to start revenue service in the summer of 2009.

From there, the current adopted route enters a new tunnel under First Hill, Capitol Hill, and under Portage Bay to the University District. However, because of concerns with tunnel construction costs and risks, the board is evaluating alternative north routes. In September 2001, the board approved the North Link Supplemental Environmental Impact Statement (EIS) and design effort to reconsider routes between downtown Seattle and Northgate. In addition, the Port of Seattle and the Sound Transit Board reached an agreement in principle to extend light rail to Sea-Tac Airport.

Tacoma Link opened on August 22, 2003 and connects downtown Tacoma with a regional transit center at the Tacoma Dome Station, where riders can transfer to Sounder commuter rail, ST Express regional buses, or local Pierce Transit buses. Five stations along the line serve major city destinations like the theater district, history museum, University of Washington branch campus, and the commercial core. The Sound Transit Board approved an \$80.4 million budget for Tacoma Link on Dec. 14, 2000.

The Route and Stations

Central Link

Seattle's unique topography and environmental constraints are among the reasons light rail was chosen as the best option to meet the region's transportation needs. Seattle's topography requires that a transit system be capable of running in tunnels, along hills, and on elevated tracks as well as at street level. Of the 14-mile Initial Segment, 2.5 miles are existing and new tunnels, five miles are elevated and 6.5 miles are at-grade. When Central Link is completed, light rail trains will offer generations of passengers a congestion-free alternative to driving, with service to a number of destinations, including colleges, hospitals, employment centers and Sea-Tac International Airport.

Central Link's Final Environmental Impact Statement (EIS) was completed and published in fall 1999. The Sound Transit Board adopted a Locally Preferred Alternative (LPA) for the route between SeaTac and the University District in November 1999. In September 2001, the board directed staff, working with the community, to develop alternative alignments north of downtown. In November 2001, the board selected an initial segment to be constructed from downtown Seattle to South 154th Street in Tukwila with a bus shuttle connecting with Sea-Tac International Airport. The board also

directed staff to examine alternative options to connect with the airport. Sound Transit is working with neighborhoods, architects, artists and cities to make sure the light rail system and stations along the Central Link line are important assets to each community.

The Initial Segment, North Link, Airport Link and Tacoma Link are discussed below:

Initial Segment

Downtown Seattle to South Downtown

The Initial Segment travels through the DSTT utilizing existing stations at Westlake, University Street, Pioneer Square and the International District. Both light rail and bus service will jointly operate within the DSTT. The Convention Place Station (CPS) is currently not planned as a rail station; however, the board may choose to build a facility for passengers as part of the revised North Link alignment. The CPS will continue to serve bus passengers.

From the International District Station, the route heads south along the eastside of the Metro E-3 Busway past the deferred Royal Brougham Station to a station at Lander. After crossing Lander Street at-grade it transitions to elevated before turning east and travelling elevated along the south side of Forest Street crossing over Airport Way. An operations and maintenance facility will be constructed south of South Forest Street and west of Airport Way in the industrial area south of downtown Seattle.

Beacon Hill

From the industrial area, the light rail route enters Beacon Hill in a tunnel that starts under I-5 and continues approximately one mile to the east where it emerges at McClellan Street and 25th Avenue. A deep subway station with elevator access only is located at the intersection of Lander Street and Beacon Avenue.

Rainier Valley

The light rail route emerges from the Beacon Hill tunnel to an elevated station at South McClellan Street. The route continues on elevated tracks to South Walden Street, and then runs at street level in a center median of Martin Luther King Jr. Way South to just north of the Boeing Access Road.

The elevated station at McClellan, and the at-grade stations at Edmunds, Othello, and Henderson will benefit Rainier Valley neighborhoods, including Beacon Hill, Mount Baker, Rainier Vista, Columbia City, Brighton, New Holly Park, Dunlap and Rainier Beach.

Tukwila

In November 1999, the Sound Transit Board adopted a light rail route through Tukwila. In November 2001, the board adopted a different route, the Tukwila Freeway Route. The freeway route, which was recommended by the City of Tukwila, runs from Boeing Access Road on elevated tracks along the west side of East Marginal Way crossing over the Duwamish River and State Route 599. The route continues in a combination of elevated tracks and tracks notched into the hillside on the west side of State Route 599, then along the west side of Interstate 5. Near South 151st Street, the route turns west on elevated tracks along the north of State Route 518 to a station and park-and-ride lot at South 154th Street and International Boulevard. A bus shuttle will provide a direct connection with Sea-Tac Airport.

North Link

When the board selected the Initial Segment for design and construction, it also initiated a process for developing a North Link Supplemental EIS and design effort to reconsider routes between downtown Seattle and Northgate. The North Link Draft Supplemental EIS was completed in November 2003, and a preferred alignment will be identified in May 2004. Preliminary engineering on the preferred route will start in 2004.

The current adopted route runs in a new tunnel from the University District under 15th Avenue Northeast, with stations at Northeast 45th Street and Pacific Avenue. It continues south under the Ship Canal to stations at Capitol Hill and First Hill, then connects with the existing Downtown Seattle Transit Tunnel (DSTT).

Due to concerns about tunnel construction costs and associated risks, alternative routes are currently under study as part of North Link. These alternative routes include the adopted route, a Capitol Hill direct route, an Eastlake route, a Montlake crossing, and a west tunnel route crossing in the area of the University Bridge and under Brooklyn Avenue.

Sound Move calls for extending light rail to the Northgate area as soon as possible, subject to available funding. Starting near the Northgate Transit Center, the planned light rail route runs south along Interstate 5, at roughly the same level as the freeway. At Northeast 76th Street, the route options involve either tunneling under the Lake City Way ramps to a tunnel station in Roosevelt, or running next to the interstate on tracks cut into the hillside to an elevated station in Roosevelt. Both options continue underground to the northwest corner of the University of Washington campus. The board has instructed staff to examine these route alternatives as part of the North Link Supplemental EIS that examines alternative routes from Northgate to downtown Seattle.

Airport Link

In the Locally Preferred Alignment adopted in November 1999, light rail would run on elevated tracks west of Washington Memorial Park to an airport station connecting with the previously proposed North End Airport Terminal (NEAT). The route would then continue south to a station and park-and-ride lot at South 200th Street. The NEAT project is on hold by the Port of Seattle and alternative expansion plans for airport facilities are under development.

In January 2003, the Port of Seattle and Sound Transit entered into an agreement that establishes a general location for the light rail route and station serving the airport as well as a schedule for completing the project. In 2004, Sound Transit will work with the Port on planning and pre-conceptual design. Based on the Port's expansion plans, rail service would start in 2011 at the earliest.

Tacoma Link

Tacoma Link is a 1.6-mile line that connects downtown Tacoma and the Tacoma Dome Station. The route is essentially L-shaped, extending south from South Ninth Street along Commerce Street, and then transitions over to Pacific Avenue near South 17th Street, and continues south. At South 25th Street, the route turns east to the Tacoma Dome Station. The line is a double track from South Ninth Street to just south of South Union Station/South 19th Station on Pacific Avenue, where it becomes a single track to the Tacoma Dome Station. Five stations along the line, including the Theater District/South Ninth Station, Convention Place/South 15th Station, Union Station/South 19th Station, South 25th Station, and the Tacoma Dome Station will serve major city destinations like the theater district, history museum, the University of Washington Branch Campus, and the commercial core. A light rail operations and maintenance facility has been constructed near the Tacoma Dome Station, where light rail vehicles will be serviced and stored at night.

Tacoma Link Transit Operations

On Dec. 13, 2001, the board designated Sound Transit as the operator of Tacoma Link light rail on an interim basis and directed staff to develop a detailed work plan for operations. In 2002, a work plan was developed and presented to the board, a manager for the Tacoma line was hired, and three rail transit supervisors and three light rail vehicle technicians positions were filled. During 2003 six train operators and one administrative analyst position were filled, completing the hiring process needed to start operations.

Passenger service started on August 22, 2003. The line operates as a ride free zone. Two trains made up of single cars provide service Monday through Friday at 10-minute intervals from 6:00 a.m. to 8:00 p.m., Saturday from 8:00 a.m. to 10:00 p.m., with reduced service on Sunday. The third train is used as a spare train for maintenance and to supplement the service for special events.

Sound Transit staff carry out routine light rail vehicle maintenance work. All other maintenance work for traction power, trackwork, signals, landscaping and janitorial work is provided by contractors.

During 2003 and prior to the start of operations, staff developed rulebooks, standard operating procedures, integrated test procedures, train scheduling, pre-revenue operations, and conducted emergency drills as part of the adopted start-up plan.

SUMMARY OF O&M AND CAPITAL BUDGETS

The 2004 adopted lifetime budget for the Link light rail program is \$2,461 billion which is comprised of \$2.407 billion in capital investments between 1997 through 2009 and \$54.1 million in operating expenditures between 2003 and 2009. The budgeted activity for the calendar year 2004 is \$336.5 million. This is made up of \$331.1 million in capital investments and \$5.5 million in operating expenditures.

Link's adopted 2004 lifetime capital budget represents a reduction of \$1.4 million from the lifetime budget adopted in 2003, due to a decrease in the Airport Link study budget. All other project lifetime budgets, including the capital budget of \$2.070 billion for the Central Link Initial Segment and the \$80.4 million budget for Tacoma Link, are unchanged from the previous year.

The projected annual capital outlays for 2004 total \$331.1 million. The majority of the expenditures are associated with the ramping up of activity on the Central Link Initial Segment, including the continuation of property acquisition and the construction along the E-3 busway and of the operations and maintenance facility. During 2004 construction is expected to start for the alignment along Martin Luther King Jr. Way South and the Beacon Hill tunnel. Year 2004 annual expenditure projections reflect the execution of the Full Funding Grant Agreement for the Initial Segment in late October 2003.

2004 Adopted Budget (in YOE \$000s)		
	2004 Fiscal Year	Total 1997-2009
Operating Expenditures ¹	5,473	54,077
Capital	331.060	2,407,316
Total	336,533	2,461,393

1 Includes certain expenses that are not eligible to be allocated to capital projects.
These costs are reflected here in addition to the expenses of operations described later within this budget document

OPERATING EXPENDITURES

Transit Operations

2004 Activities

Link operations staff will continue to operate the Tacoma Link passenger service that was started in August 2003. Systems Engineering will provide engineering maintenance support for operations.

Changes Adopted in the 2004 Budget

Tacoma Link

The adopted budget for fiscal year 2004 is \$3,448,921, and the lifetime (2003 to 2009) budget for transit operations is \$25,575,500. The lifetime (2003-2006) budget in the Adopted 2003 Budget was \$10,934,640, which differs from the Adopted 2004 Budget due to the extended budget period.

Now fully operational, the Tacoma Link Light Rail System employs 15 FTEs. In 2004, staff is proposing to add one additional train operator; that would increase the total FTEs to 16. All staff filling these positions will be based in Tacoma at the Operations and Maintenance Facility.

Link Light Rail Transit Operations Budget

	2002 ACTUALS	ADOPTED 2003 BUDGET	2003 ACTUAL	Adopted 2004 BUDGET
SALARIES AND BENEFITS¹	-	1,014,643	908,895	1,192,568
SERVICES				
Cleaning Services ²	1,634	121,700	19,738	260,658
Equipment Maintenance	-	24,613	1,563	12,342
Station Maintenance	-	26,300	-	55,550
System/Facilities Maintenance ³	-	335,800	102,107	311,383
Security Services	531	89,800	2,760	156,000
Third Party Agreements ⁴	-	211,200	3,040	140,391
Miscellaneous Services	368,586	-	185,845	152,800
<i>Subtotal</i>	370,751	809,413	315,053	1,089,124
MATERIALS & SUPPLIES⁵	19,793	40,400	158,011	104,476
INSURANCE	-	190,700	78,636	415,000
OTHER EXPENSES⁶	643	39,000	2,634	88,800
MISCELLANEOUS EXPENSES⁷	482	146,397	7,739	24,000
LEASES & RENTALS	210	-	-	-
CONTINGENCY	-	122,523	-	166,366
TRANSFER OF AGENCY ADMIN.	-	128,482	135,623	368,617
<i>Subtotal Gross Transit Operation</i>	391,879	2,491,558	1,606,591	3,448,951
Depreciation and amortization	734	782,960	1,022,900	2,573,594
TOTAL TRANSIT OPERATIONS	392,613	3,274,518	2,629,491	6,022,545
OPERATIONS FTEs¹	-	13.75	15.00	16.00

Notes

- 1 Includes Tacoma Operations Manager, 4 Supervisors, 7 Operators (6 Operators in 2003), 3 Vehicle Technicians and 1 Project Assistant
- 2 Includes cleaning for Maintenance base, stations and vehicles
- 3 Includes maintenance for maintenance base, vehicles, way, power & signals
- 4 Includes paratransit and Tacoma Link share of Tacoma Dome Complex operations and maintenance
- 5 Spare parts and consumables, including office supplies, copies, phones, radios, and tools
- 6 Utilities
- 7 Includes local and out-of-town travel, and training (initial training for vehicle operators, and on-going operational training)

CAPITAL PROGRAM

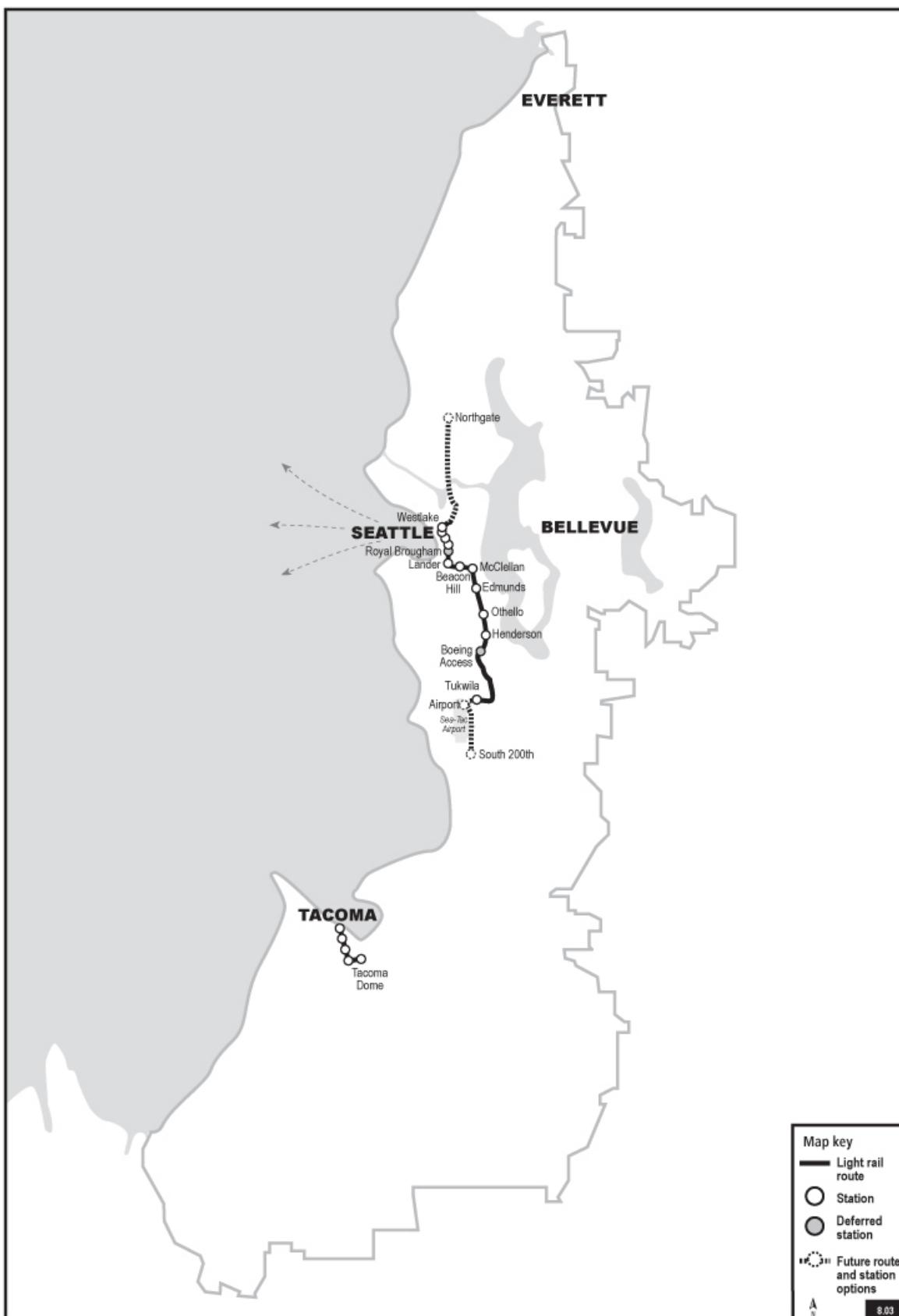
2004 Activities

For Central Link, the primary activities in 2004 will be to complete all final design packages and to continue construction of the Initial Segment starting with the trackway and Lander Station along the E-3 Busway and the operations and maintenance facility. In addition, North Link's Supplemental EIS and preliminary engineering for extending the line north to the University District and Northgate will be advanced. Analysis of Airport Link alternative airport-support facilities and phasing strategies will occur with the goal of extending light rail to Sea-Tac Airport.

Civil and Systems Engineering tasks will include completing final design, preparing the necessary documents for construction contracts, coordinating with partner cities to address utilities, traffic circulation, and other design issues, and advancing preliminary engineering for North Link. Systems Engineering tasks will include management of the light rail vehicle procurement, advertise and award systems contracts for signals, communications, and traction power, provide systems engineering design support for civil line section construction, and complete systems preliminary engineering design for North Link. Link Engineering, Community Outreach and Construction Management staff working with the agency Contracts division will oversee the completion of bid documents and award of contracts, maintain construction schedule for Central Link, procure the needed permits, and coordinate with Real Estate staff to acquire property necessary to build Link. Operations staff will update the Central Link operation and maintenance plans and review civil design and systems plans to ensure operations elements are addressed. Safety and Assurance will finalize system safety program plans, system assurance, quality control/quality assurance, emergency response, and safety certification plans to meet applicable requirements, and work with Communications staff to develop safety outreach materials. Project Control will develop and monitor the capital forecast, coordinate value engineering and peer constructability reviews, and produce monthly reports to keep the project on track.

The Community Outreach Division's efforts will focus on informing the public about light rail project plans, designs, and construction details and working closely with affected communities to address concerns and potential project impacts. The Community Outreach activities and tools will be focused on helping the communities resolve issues and concerns during construction. For example, business construction mitigation measures will be provided to selected businesses and a 24-hour/seven-day construction hotline will be available to the community to answer questions and resolve construction issues. This division will also participate in developing the contract documents to ensure that the construction sequence matches the agency's commitments to mitigate impacts to the affected communities during construction. Project Development will continue to facilitate the project's design development by coordinating with all Link divisions and project partners, and supporting the board's decision-making process by preparing materials and providing briefings. This division will also manage the North Link and Airport Link projects. Finally, Project Development staff will support federal communications and reporting, and negotiate and manage third party agreements. The Environmental Division will complete any necessary environmental review for the Initial Segment and lead the North Link Supplemental EIS and any required environmental documentation for Airport Link. This division will also continue to track the required mitigation measures and compile the quarterly reports for the FTA, implement wetland and historic mitigation measures, and obtain environmental permits.

LINK LIGHT RAIL



CHANGES ADOPTED IN THE 2004 BUDGET

The total lifetime Central Link capital budget for 2004 has been reduced by \$1.4 million from the lifetime budget adopted in 2003, due to a decrease in the Airport Link study budget.

Within the Initial Segment, North Link and Airport Link, budgets were refined at a detailed level in order to reflect historic expenditures following the recoding effort undertaken subsequent to the adoption of the Initial Segment as the first construction segment for Central Link. In addition, budgets were adjusted to reflect the Baseline Cost Estimate (BCE) for the Initial Segment.

The total lifetime Tacoma Link capital project budget for 2004 remains unchanged from the Adopted 2003 Budget, but reflects adjustments within the project to reflect expenditures to date and estimates for the remaining work.

A project reserve fund has been established as part of the Adopted 2004 Budget equivalent to that identified within the Baseline Cost Estimate for the Initial Segment and consistent with previous board action which established the reserve. This unallocated project reserve will be available, if required, to be directed to augment contingencies allocated to individual line items within the Initial Segment budget. The project reserve may not be used for additional scope, but rather, it is to be used for unforeseen cost increases within the Initial Segment. This project reserve fund is under the control of the board, and a supermajority of the board is required to approve its use. The total lifetime budget for the project reserve is \$128,300,000.

Over the period of building the Link project, it is anticipated that other parties will identify additional work, which they will want Sound Transit and its contractors to perform and for which they will reimburse Sound Transit. These activities may range from enhanced utility work to parking garages or other appurtenances to the project. Expenditures and reimbursements for these betterments will be captured and tracked separately from the Link light rail program scope and budgets.

2004 Risk Assessments for Link Light Rail Projects

See discussion of Risk Assessments on page 16 & 17

SUBAREA / PROJECT	ESTIMATE	BUDGET RISK		SCHEDULE RISK		COMMENTS			
		PROJECT STATUS	2004 BUDGET SCHEDULE	2003 BUDGET SCHEDULE	RISK LEVEL	COORD. & LINKAGE	SCOPE EXPANSION	ROW COSTS	BUDGET RISKS
NORTH KING COUNTY									
North Link	Preliminary Engineering	○	●	●	PE				
Pine Street Stub Tunnel (PSST) and Downtown Seattle Transit Tunnel (DSTT)	Final Design	●	✓	✓	2009	2009	C		
E-3 Busway/South Forest Street	Construction	○	○	○	2009	2009	C		
Beacon Hill Tunnel and McClellan Section	Final Design	●	✓	●	2009	2009	C		

PE = Preliminary Engineering and Environmental Design FD = Final Design medium risk - ● low risk - ○ budget risk - ✓ N/A = Not graphically shown on 1997 implementation guide C = Construction/Procurement under way

2004 Risk Assessments for Link Light Rail Projects

See discussion of Risk Assessments on page 16 & 17

SUBAREA / PROJECT	ESTIMATE	BUDGET RISK	SCHEDULE RISK	PROJECT STATUS	2004 BUDGET SCHEDULE	2003 BUDGET SCHEDULE	RISK LEVEL	COORD. & LINKAGE	SCOPE EXPANSION	ROW COSTS	BUDGET RISKS	RISK LEVEL	Comments	
NORTH KING COUNTY (continued)														
MLK Jr. Way South	Construction	●	✓	●	2009	2009	C							
SOUTH KING COUNTY														
Tukwila	Final Design	●	✓	●	2009	2009	FD							
Airport Link	Preliminary Engineering	○		●	2003	2005	PE							
NORTH & SOUTH KING COUNTY														
Maintenance Base	Construction	○		○	2009	2009	C							
Vehicles & Systems	Final Design	●		●	2009	2009	C							
PIERCE COUNTY														
Tacoma Link	Construction	○		○	2003	2003	C							

PE = Preliminary Engineering and Environmental Design FD = Final Design N/A = Not graphically shown on 1997 implementation guide C = Construction/Procurement under way
 high risk - ● medium risk - □ low risk - ○ budget risk - ✓

MANAGING LINK LIGHT RAIL

The Link Light Rail Department is organized by function, with divisions in construction, project control, quality assurance and systems safety, project development, civil engineering, systems engineering, operations, and community affairs. Staff is matrixed to four projects: North Link, the Initial Segment, Airport Link, and Tacoma Link. At present, there are four project managers responsible for the budget, scope, and schedule of North Link, the Initial Segment, Airport Link, and Tacoma Link. The director and two deputy directors within the Director's Office provide overall project leadership.

Changes Adopted in the 2004 Budget

The Link staff budget includes five new positions, which are identified to support the capital program. The positions include a construction management engineer, two community outreach specialists, a project control scheduler and a train operator for Tacoma Link.

Link Construction Management will hire another construction management engineer to assist the construction manager in overseeing construction on the Initial Segment. This position will be assigned to the South of Downtown (SoDo) district to oversee work along the E-3 Busway and the Operations and Maintenance Facility.

Within the Community Outreach Division two additional positions have been identified to provide community outreach support during construction of the Initial Segment. The positions include two Community Outreach Specialists. One specialist will be assigned to Downtown Seattle and the other specialist will be assigned to work in the Rainier Valley.

Within Project Control, one additional scheduler will be mobilized in 2004 to address the increased activity with the onset of construction of the Initial Segment.

The Operations Division will hire a train operator for the Tacoma Link system.

OBJECTIVES AND ACTION PLANS

Department objectives

1. Design and construct an initial segment of the Central Link light rail project to achieve long-term goals for regional transportation, including expanding transit capacity within the region's most dense and congested corridor.
2. Ensure technical resources are available to build Central Link according to the board's direction and policies.
3. Continue to inform and involve the public regarding light rail project plans, designs, construction information, agency decisions, and other details to achieve a broad sense of community ownership and promote the project throughout the Sound Transit District.
4. Maintain partnerships with local jurisdictions, agencies, universities, business associations and other organizations to ensure light rail is integrated with the regional transportation network and is integrated into communities along the line.
5. Continue safe and efficient operations of Tacoma Link.
6. Advance design and environmental work for North Link and Airport Link, and assist the board in route selection and funding decisions.
7. Meet project milestones towards completing Central Link within the board-approved scope, budget and schedule.
8. Continue to maximize the involvement of Minority/Women/Disadvantage Business Enterprises (M/W/DBE) and small, local firm involvement in design and construction.
9. Continue to work collaboratively with Sounder and Regional Express service lines and corporate departments to design, construct, and operate comprehensive and complementary transportation facilities and services in support of *Sound Move*.

Director's Office

Objectives

1. Oversee the implementation of the Initial Segment within the approved budget and schedule.
2. Oversee the operation of Tacoma Link within the approved budget.
3. Keep the chief executive officer, the board, and other stakeholders apprised of the status of Link projects and organizational developments.
4. Manage and improve working relationships with partner agencies. Maintain effective relationships with Federal Transit Administration (FTA), the Citizen Oversight Panel and other oversight groups.
5. Oversee the advance of design and environmental work for North Link and Airport Link, and assist the board in route selection and funding decisions.

Action plans

1. Create an effective and efficient organizational structure for the light rail department and, through managers and leads, engage the staff and consultants to work together toward achieving the project goals and objectives. Promote open communication, trust and teamwork within Link and other parts of the agency.

2. Manage the overall Link capital budget and schedule as approved by the board. Ensure that Link Project Control effectively tracks the budget and schedule and is aligned with the agency's work breakdown structure. Provide regular updates to the board on project status.
3. Provide updates at FTA quarterly reviews and follow-up on FTA issues in a timely manner.
4. Maintain and improve relationships with partner agencies, including the cities, counties, transit agencies, Washington State Department of Transportation, Port of Seattle, and University of Washington.

Civil Engineering

Objectives

1. Complete final design and begin construction of the Initial Segment of Central Link in accordance with the board's authorization.
2. Start preliminary engineering for the preferred North Link alternative designated by the board.
3. Coordinate with Systems Engineering to ensure civil and system integration and compatibility.
4. Participate in preliminary engineering for Airport Link, as directed by the board.
5. Provide civil design/engineering support for the construction of the Initial Segment for all awarded construction contracts designated by the board.

Action plans

1. Provide civil design and engineering support during construction including preparation of construction documents, providing responses to requests for information, the review of design submittals and field inspections. Projects in 2004 include Downtown Seattle Transit Tunnel (C500), Pine Street Tunnel (C520), E-3 Busway/Forest Street (C700), Beacon Hill Tunnel (C710), and Martin Luther King Jr. Way South (C735).
2. Complete the final design on the Tukwila Freeway Route (C755).
3. Start preliminary engineering for the preferred North Link route alternative designated by the board, conduct value engineering and support the right-of-way evaluation for the preferred alignment.
4. Start conceptual engineering on the preferred Airport Link alternative and support right-of-way evaluation of the alignment.
5. Coordinate with third parties including the cities of Seattle, Tukwila, SeaTac, Tacoma, and public and private utility companies in order to maintain the project schedule through the construction phases. Continue to meet regularly on design issues to resolve issues arising during construction.

Systems Engineering

Objectives

1. Design and construct the systems engineering elements of Central Link and maintain Tacoma Link systems to achieve long-term goals for regional transportation, system quality, community fit and enhancement, and environmental quality.
2. Complete the systems engineering elements of Central Link and maintain Tacoma Link systems within the board-approved budget and schedule.

3. Coordinate with other agencies, utility and power companies to negotiate supply of required services.
4. Coordinate with civil designers to ensure civil/systems integration and capability.

Action plans

1. Issue Notice to Proceed for a contract to furnish and supply 31 low floor light rail vehicles by January 2004, and complete preliminary engineering design by December 2004.
2. Negotiate an electrical power service agreement with Seattle City Light.
3. Award and issue the Notice to Proceed for a contract to furnish and install traction power and overhead contact system for the Initial Segment by September 2004.
4. Advertise, award and issue the Notice to Proceed (NTP) for a contract to furnish and install signal system for the Initial Segment by September 2004.
5. Advertise, award and issue the NTP for a contract to furnish and install communications equipment, Operations Control Center and Supervisory Control and Data Acquisition systems by October 2004.
6. Complete preliminary systems engineering design for North Link alignment by December 2004.

Construction Management

Objectives

1. Oversee the construction of the Initial Segment of Central Link in accordance with the Link Project Management Plan and the Resident Engineer's Manual.
2. Contribute to the development of the Master Schedule for the scope adopted by the board for the Initial Segment.
3. Implement the Project Management Plan and Project Control Procedures adopted by Sound Transit; focusing on effective forecasting of the cost-to-complete for each construction contract package.
4. Effectively manage the day-to-day construction activities to ensure that adequate progress is being made.

Action plans

1. Procure construction management team for Beacon Hill Tunnel (C710) and McClellan (C720).
2. Procure construction management team for Downtown Seattle Transit Tunnel and Pine Street Stub Tunnel (C510).
3. Select contractor, obtain board approval and give the NTP for the Pine Street Stub Tunnel and DSTT retrofit (C510).
4. Select contractor, obtain board approval and give the NTP for Beacon Hill Tunnel (C710).
5. Give the second NTP to the contractor for Martin Luther King Way Jr. S. (C735).

Environmental

Objectives

1. Monitor implementation of environmental mitigation and project configuration for the Initial Segment of Central Link.
2. Obtain environmental permits for the Initial Segment of Central Link.
3. Implement wetland and stream, and historic resource mitigation measures for the Initial Segment of Central Link.
4. Provide environmental compliance under State Environmental Policy Act, National Environmental Protection Agency, Section 106 of the National Historic Preservation Act, and other regulations, including preparation of environmental documents for North Link, Airport Link and the Initial Segment, as necessary.

Action plans

1. Track and report to the FTA the status of all environmental mitigation measures identified in the Initial Segment Record of Decision on a quarterly basis. Review changes to the configuration of the Initial Segment for consistency with existing environmental documentation. Prepare supplementary environmental documentation as necessary.
2. Obtain federal, state and local environmental permits for project impacts to wetlands and stream/rivers for the Initial Segment. Oversee construction wetland mitigation along Martin Luther King Jr. Way South (C735). Complete final design of wetlands and streams/rivers mitigation along the Tukwila Freeway Route (C755). Perform both within construction schedule and within budget.
3. Implement historic resource mitigation as required in the Section 106 Programmatic Agreement. Provide archaeological monitoring services during construction grading and excavation activities for contracts E-3 Busway/Forest Street (700), Operations and Maintenance Facility (810), Beacon Hill Tunnel (710), or other final design or construction in 2004 for the Initial Segment. Meet Initial Segment construction schedule and stay within budget.
4. Complete the Final Supplemental EIS for North Link within budget. Coordinate with FTA, City of Seattle, University of Washington and other cooperating agencies. Obtain federal Record of Decision by fall 2004.
5. Coordinate with FTA to identify and complete any additional environmental review for Airport Link.

Operations

Objectives

1. Plan operations and maintenance elements of the Central and Tacoma Link projects to achieve long-term goals for regional transportation.
2. Operate and maintain a Tacoma Link light rail system within the Sound Transit board-approved budget.
3. Develop an operations start-up team and provide supervision of system-integrated tests and rail activation to ensure successful operations and maintenance of Central Link.

4. Assist the Sound Transit Board, chief executive officer, and Link director with informed decisions regarding operations and maintenance planning and implementation by providing timely and accurate information.
5. Support negotiations with other agencies on agreements related to operations and maintenance.
6. Implement the previously approved Sound Transit/King County Metro Intergovernmental Agreement under which King County Metro will operate and maintain Central Link light rail.

Action plans

1. Review Central Link systems and civil design package submittals to ensure operations and maintenance elements are incorporated.
2. Develop second draft of the Central Link Operations Plan to reflect the Initial Segment and incorporation of joint bus/rail operation in the DSTT.
3. Develop a position paper for evaluating a business case with options for a maintenance management information system that should be used as Sound Transit implements the Operations and Maintenance Intergovernmental Agreement with King County Metro for the Initial Segment of the Central Line.
4. Commence implementation of the start-up activities required for Central Link.
5. Develop a maintenance database for Tacoma Link that includes details of maintenance contracts, asset management, materials management, and warranty items.

Project Control

Objectives

1. Maintain clear, accessible, and accurate up-to-date information on cost, schedule, and scope of all Link projects at all levels.
2. Develop and use apt measures of cost, schedule and scope performance that enable management to evaluate such performance and to support decisions that affect the direction of the Link Light Rail Program.
3. Apply agency principles and industry standards of project management, tracking, and reporting through clear and detailed procedures.
4. Manage the change process effectively, instituting thorough configuration management and document control to assure that baseline documents are consistent and that all participants are working to the same revisions of these documents.
5. Coordinate and review value engineering proposals.
6. Coordinate and facilitate reviews and audits conducted by project stakeholders and oversight parties.

Action plans

1. Enhance and expand the Link change control system and the administration of the Change Control Board (CCB). This includes:
 - (a) Development of improved process documentation, procedures, and change forms;
 - (b) Process improvements in the preparation for CCB meetings and completion of change forms;

- (c) Inclusion of regular “change implementation” and “potential change” status reporting at CCB meetings; and
- (d) Procedural and technological improvements in the control of drawing changes during construction.

2. Plan for and deploy document control support to Link construction field offices. This includes:
 - (a) Providing adequate physical and computing resources;
 - (b) Providing appropriate training and continuing support;
 - (c) Instituting procedures for the field office environment and;
 - (d) Assigning dedicated document control staff to each field office.
3. Coordinate, apply, and support the implementation of process refinements for the authorization, reporting, and management of contingencies for construction and procurement contracts.
4. Develop construction cost estimates and schedules, including appropriate construction risk assessments, during preliminary engineering for the preferred North Link alignment. Cost estimates will establish the baseline construction budget for North Link.

Project Development

Objectives

1. Facilitate the Sound Transit Board decision-making process with accurate and timely project information.
2. Ensure that final designs are consistent with project commitments made to the public and to partner agencies, while adhering to the board-approved scope, schedule and budgets.
3. Collaborate with project partners to integrate light rail into the existing transportation system and communities along the line, and support transit-oriented land use and economic development goals.
4. Manage the North Link and Airport Link projects to advance design and environmental work and assist the board in route selection and funding decisions.
5. Manage the preparation of Federal Transportation Administration New Starts Report, the Before and After Study and other federal reporting requirements.
6. Manage the development, negotiation and enforcement of third party agreements related to Link. Ensure that the third party agreements are negotiated in a timely manner with accountability by all parties.

Action plans

1. Support Link’s management of third-party agreements to ensure compliance, efficiency, and accountability by all parties. Work in partnership with the cities, county, major institutions, ports and state to achieve on-time delivery of service and manage to board-approved budgets.
2. Support the board’s identification of new preferred North Link route. Conduct preliminary engineering on the preferred route, complete the final supplemental EIS, support the board’s adoption of the final project route.

3. Support the board's identification of a new preferred Airport Link route to Sea-Tac Airport. Conduct conceptual design process in conjunction with the Port of Seattle's Comprehensive Development Plan.
4. Work with communications staff to provide information about the light rail project and its regional importance to Washington State's congressional delegation, other elected officials and the FTA. Prepare the annual and semiannual updates to FTA's Report to Congress on New Start projects.

Safety and Assurance

Objectives

1. Fully implement the Link Quality Assurance Program Plan, the Link Final Design Quality Plan, and the Link Construction Quality Plan.
2. Perform quality audits and surveillance in support of the design and construction activities and schedule. Perform site visits and monitor the quality inspection and testing program.
3. Fully implement the System Safety Program Plan, and Safety Certification Plan in compliance with applicable federal, state, and municipal safety and quality-related codes.
4. Evaluate hazards, develop criteria and specification conformance checklists, develop safety database, perform safety audits, develop public information pieces, perform site visits, and support start-up and test program.
5. Develop and implement the Systems Assurance Program Plan for Central Link.
6. Develop Systems Assurance Requirements for reliability, maintainability, and availability for essential project equipment for Central Link.
7. Develop Systems Assurance specifications for contract documents for Central Link.
8. Ensure design milestone and construction submittals are in compliance with systems, fire/life safety and quality related requirements.
9. Verify sufficient Engineering, Project Control and Construction Management procedures have been developed and implemented to meet the necessary level of control required to effectively execute the required level of quality for the design, construction and testing of the Central Link Project.

Action plans

1. Develop quality and safety provisions for design and construction contracts to assure compliance with the Federal Transit Administration, WSDOT, municipal, and Sound Transit requirements. Provide standardization of requirements, while maintaining flexibility for individual contracts. Review consultant and contractor submittals for compliance.
2. Perform design reviews at each design milestone submittal to provide timely comments on design details.
3. Perform audits of planning, design, and construction products; perform audits of related support departments to verify that staff, consultants, and contractors are performing work in compliance with program requirements.
4. Prepare plans to detail requirements and procedures for fire life/safety, system safety, quality assurance, system assurance, reliability and maintainability, and safety certification, so they

comply with all federal, state, local and industry requirements. Issue plans and provide training on implementation.

5. Develop a system to provide timely data retrieval on hazard potential, design compliance, construction verification, and systems and fire/life safety compliance.

Community Outreach

Objectives

1. Develop, implement, maintain and enhance Central Link's community outreach program.
2. Inform the public about light rail project benefits, plans, designs, construction, and other details using timely, regular, and effective distribution methods.
3. Involve the public in review of plans, outreach activities and tools and communicate agency decisions to achieve a broad sense of community ownership and promote the project throughout the Sound Transit district.
4. Work with communities and project partners that may be affected by the Link project to address concerns and potential project impacts.
5. Keep the board, the Communications Department, and the executive management team informed of public opinion related to the project.
6. Coordinate closely with Sound Transit staff to incorporate public input into agency decisions and project plans, as appropriate.
7. Coordinate closely with the Communications Department to ensure consistency of agency message.
8. Develop business mitigation plans for all segments under construction in 2004, incorporating appropriate input from the community.

Action plans

1. Support project development for the North Link segment. Write and distribute public information materials on the final route. Organize, promote and hold three community open houses on the final project route. Respond to any major issues or questions from the community. Update Sound Transit Web site based on major actions taken by the board. Document outreach efforts and the results of public forums for the board. Notify adjacent residents and businesses prior to site work or testing activity that will take place on private property or in public right-of-way.
2. Implement Downtown Seattle Community Outreach Plan related to the Pine Street Stub Tunnel and the downtown surface street improvements. Contact and inform appropriate community groups and organizations about project activity before construction. Conduct door-to-door outreach with impacted individuals and businesses before and during construction. Activate Downtown Seattle option on hotline and respond to calls. Update the SOUND TRANSIT Web site with construction updates. Participate in the Monitor and Maintain Committee meetings. Monitor outreach related to street improvements and manage outreach led by Sound Transit. Implement business mitigation during construction.
3. Implement the SODO area Community Outreach Plan. Hold construction meetings with the public, construction management and the contractor to keep the public informed of construction activities that will affect them. Send out construction updates and respond to calls from hotline. Visit affected businesses before potentially disruptive activities begin. Implement business mitigation during construction.

4. Implement the Beacon Hill Community Outreach Plan. Hold two public meetings and construction meetings. Write and distribute regular construction updates. Visit businesses directly impacted by construction on a regular basis. Respond to calls from hotline. Send updated information to the SOUND TRANSIT Web site. Organize, promote and staff a lunch bus to local restaurants. Implement business mitigation during construction.
5. Implement the Rainier Valley Community Outreach Plan. Hold two public meetings and construction meetings. Write and distribute regular construction updates. Visit businesses directly impacted by construction on a regular basis. Respond to calls from hotline. Participate in community events. Send updated information to the SOUND TRANSIT Web site. Organize, promote and staff a lunch bus to local restaurants. Provide updates (presentations) to stakeholder groups. Implement business mitigation during construction.
6. Support design and construction activities in Tukwila. Hold a public meeting when approximately 10% of the design review is remaining. Participate in one community event with an information booth.

Link Staff Operating Budget

	2002 ACTUALS	ADOPTED 2003 BUDGET	2003 ACTUALS	ADOPTED 2004 BUDGET
SALARIES AND BENEFITS				
Salaries	\$ 3,779,837	\$ 5,710,487	\$ 4,528,466	\$ 5,862,960
Benefits	1,675,710	2,385,125	2,125,418	2,643,690
<i>Subtotal</i>	5,455,547	8,095,612	6,653,884	8,506,650
SERVICES				
Consultant/Management	467,660	42,750	99,379	62,500
Legal	-	-	4,119	5,000
Accounting/Auditing	-	-	-	-
Maintenance	8,519	4,500	3,580	4,500
Hardware/Software Maint.	-	-	-	-
Printing/Binding	23,961	64,000	4,939	24,500
Advertising/Marketing	51,345	12,500	-	3,500
Interlocal Agreements	-	25,000	-	-
Other Services	135,770	119,750	111,785	123,087
<i>Subtotal</i>	687,254	268,500	223,802	223,087
MATERIALS AND SUPPLIES				
Office Supplies	48,330	44,400	57,578	48,800
Postage	199	29,500	115	12,450
Small Equipment/Furniture	1,676	2,750	27,484	18,600
Other Materials & Supplies	4,452	39,000	4,088	47,100
<i>Subtotal</i>	54,657	115,650	89,265	126,950
MISCELLANEOUS EXPENSES				
Dues & Memberships	3,319	8,435	3,235	14,305
Travel & Meetings	72,209	101,210	60,953	101,210
Books & Subscriptions	1,933	7,000	7,763	12,100
Training	2,865	36,600	10,171	24,297
Contingency	-	-	-	-
Other Misc. Expenses	55,980	113,500	43,916	73,300
<i>Subtotal</i>	136,305	266,745	126,037	225,212
LEASES AND RENTALS				
Admin. Facilities Rental	1,994,271	1,932,724	1,942,450	-
Leased Vehicles/Parking	-	-	379	-
Meeting Space	148	6,500	550	4,500
Leased Furniture & Eqpt.	64,030	98,200	67,134	-
<i>Subtotal</i>	2,058,449	2,037,424	2,010,513	4,500
OTHER EXPENSES				
Utilities	186	6,300	1,076	10,700
Insurance	-	-	-	-
Interest Expense	48	-	-	-
Depreciation	-	-	-	-
Taxes	-	-	156	120
<i>Subtotal</i>	234	6,300	1,232	10,820
TOTAL STAFF OPERATIONS	\$8,392,446	\$10,790,231	\$9,104,734	\$9,097,219

Adopted 2004 Budget by Subarea

Project Name	Link Light Rail						Total
	1997-2002	2003	2004	2005	2006	2007	
North King County	259,695	78,417	259,547	400,400	313,860	226,506	93,931
South King County	30,827	18,844	70,922	194,030	173,751	115,223	28,618
Pierce County	63,301	11,431	591	5,092	0	0	0
Link Light Rail	353,823	108,692	331,061	599,523	487,611	341,730	122,549
							62,327
							2,407,316

Adopted 2004 Budget by Project Link Light Rail

Project Number and Name	1997-2002	2003	2004	2005	2006	2007	2008	2009	Total
100 Northgate to 45th	4,127	37	2,365	2,471	0	0	0	0	9,000
200 North Link - 45th to CPS	69,548	-149	9,983	21,619	0	0	0	0	101,000
300 Initial Segment	209,692	98,340	315,253	560,799	487,611	298,963	79,782	19,560	2,070,000
399 Initial Segment Project Reserve	0	0	0	0	0	42,767	42,767	42,767	128,300
400 Airport Link	7,156	-967	2,869	9,542	0	0	0	0	18,600
500 Tacoma Link	63,301	11,431	591	5,092	0	0	0	0	80,416
Link Light Rail	353,823	108,692	331,061	599,523	487,611	341,730	122,549	62,327	2,407,316

Department	Link Light Rail
Project	Description
100	The Sound Move plan calls for building a light rail line from Sea Tac to the University District and extending it to the Northgate area subject to available funding. Two basic routes are under consideration in this segment between the University District and Northgate: the 8th Ave route with an elevated station at NE 65th and the 12th Ave route with a tunnel station at NE 65th. The budget for this segment reflects an estimate to complete preliminary engineering studies and environmental review to support the board's identification of a preferred route as well as prior expenditures to date that have been assigned to this segment. The expected completion of preliminary engineering is early 2005. Corresponding budget expenditures have been moved from 2003 to 2004 to cover this activity.

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
North King County	\$4,127	\$37	\$2,365	\$2,471	\$0	\$0	\$0	\$0	\$9,000
Total	\$4,127	\$37	\$2,365	\$2,471	\$0	\$0	\$0	\$0	\$9,000

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$490	(\$197)	\$162	\$1,824	\$0	\$0	\$0	\$0	\$0
Pre-Engineering/Env Review	\$2,593	\$227	\$2,156	\$485	\$0	\$0	\$0	\$0	\$5,462
Final Design and Specification	\$1,034	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,034
ROW Acquisition and Permits	\$5	\$0	\$0	(\$5)	\$0	\$0	\$0	\$0	\$0
Third Parties	\$5	\$7	\$46	\$167	\$0	\$0	\$0	\$0	\$225
Total	\$4,127	\$37	\$2,365	\$2,471	\$0	\$0	\$0	\$0	\$9,000

Department **Link Light Rail**

Project	North Link - 45th to CPS
200	

Description

The North Link work program and \$ 20.7M budget was approved by the board in Sept. 2001 and is designed to reevaluate routes between Downtown Seattle and Northgate and complete a Supplemental EIS and conceptual and preliminary engineering. North Link is divided into CPS to NE 45th and Northgate segments for budget tracking purposes. The current adopted route in this segment extends from downtown Seattle in a new tunnel to serve the major population and employment centers of First Hill, Capitol Hill, and the University District. Alternative routes that lower construction costs, in part through a reduction in risk by avoiding a deep tunnel crossing under Portage Bay, are currently being explored. A route serving the developing South Lake Union area is also being considered. The budget for this segment reflects an estimate to complete preliminary engineering and supplemental environmental review to support the board's identification of a preferred route as well as prior expenditures to date that have been assigned to this segment. The expected completion of preliminary engineering is early 2005. Corresponding budget expenditures have been moved from 2003 to 2004 to cover this activity.

Summaries	
Baseline (in YOE\$000)	\$0
Current Budget (in YOE\$000)	\$101,000
Adopted Budget (in YOE\$000)	\$101,000

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
North King County	\$69,548	(\$149)	\$9,983	\$21,619	\$0	\$0	\$0	\$0	\$101,000
Total	\$69,548	(\$149)	\$9,983	\$21,619	\$0	\$0	\$0	\$0	\$101,000

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$7,091	(\$2,775)	\$1,081	\$15,861	\$0	\$0	\$0	\$0	\$0
Pre-Engineering/Env Review	\$23,589	\$1,985	\$8,613	\$1,102	\$0	\$0	\$0	\$0	\$35,289
Final Design and Specification	\$9,797	(\$1)	\$0	\$1	\$0	\$0	\$0	\$0	\$9,797
ROW Acquisition and Permits	\$26,836	\$565	\$25	\$3,678	\$0	\$0	\$0	\$0	\$31,105
Construction	\$1,344	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,344
Third Parties	\$890	\$77	\$263	\$976	\$0	\$0	\$0	\$0	\$2,206
Total	\$69,548	(\$149)	\$9,983	\$21,619	\$0	\$0	\$0	\$0	\$101,000

Department	Link Light Rail
Project	Description
300	Initial Segment
	The initial segment of the Central Link light rail line is approximately 14 miles in length. The northern terminus is at Convention Place with passenger service beginning at Westlake Station, serving downtown Seattle, Beacon Hill, Rainier Valley, Tukwila and reaching an interim southern terminus at South 154th Street Station. Shuttle bus service will transport passengers between a park-and-ride facility at South 154th Street and Sea-Tac Airport. Passenger stations will be located at Westlake, University Street, Pioneer Square, International District, Lander, Beacon Hill, McClellan, Edmunds, Othello, Henderson, and South 154th Street. The operations and maintenance base will be located on South Forest Street. Buses and light rail trains will share joint operations in the Downtown Seattle Transit Tunnel (DSTT).

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
North King County	\$186,021	\$78,529	\$247,199	\$376,311	\$313,860	\$196,275	\$63,699	\$14,732	\$1,476,626
South King County	\$23,671	\$19,811	\$68,053	\$184,488	\$173,751	\$102,688	\$16,083	\$4,828	\$593,374
Total	\$209,692	\$98,340	\$315,253	\$560,799	\$487,611	\$298,963	\$79,782	\$19,560	\$2,070,000

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$32,969	\$11,459	\$33,236	\$56,950	\$50,274	\$31,427	\$8,405	\$2,060	\$226,780
Pre-Engineering/Env Review	\$33,630	(\$459)	\$572	\$1,006	\$250	\$0	\$0	\$0	\$35,000
Final Design and Specification	\$59,596	\$39,427	\$15,648	\$2,734	\$3,052	\$2,474	\$591	\$0	\$123,523
ROW Acquisition and Permits	\$65,442	\$37,733	\$86,823	\$43,018	\$0	\$0	\$0	\$0	\$233,016
Construction	\$4,151	\$7,106	\$142,744	\$393,443	\$344,655	\$210,326	\$54,412	\$15,000	\$1,171,837
Construction Services	\$681	\$916	\$11,063	\$23,819	\$26,716	\$16,099	\$2,943	\$500	\$82,737
Third Parties	\$13,223	\$2,157	\$8,224	\$9,345	\$9,443	\$9,440	\$4,968	\$2,000	\$58,800
Vehicles	\$0	\$0	\$16,943	\$30,483	\$53,221	\$29,197	\$8,463	\$0	\$138,307
Total	\$209,692	\$98,340	\$315,253	\$560,799	\$487,611	\$298,963	\$79,782	\$19,560	\$2,070,000

Summaries

	Baseline (in YOE\$000)	\$2,070,000
	Current Budget (in YOE\$000)	\$2,070,000
	Adopted Budget (in YOE\$000)	\$2,070,000

Department	Link Light Rail	Description
Project	399 Initial Segment Project Reserve	Unallocated project reserve for the Central Link Initial Segment that, if required, can be directed to augment contingencies allocated for individual line items within the Initial Segment budget. This project reserve may not be used for additional scope. A supermajority vote of the board is required to allocate these funds to the project.

Summaries	
Baseline (in YOE\$000)	\$0
Current Budget (in YOE\$000)	\$128,300
Adopted Budget (in YOE\$000)	\$128,300

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
North King County	\$0	\$0	\$0	\$0	\$0	\$0	\$30,232	\$30,232	\$90,695
South King County	\$0	\$0	\$0	\$0	\$0	\$0	\$12,535	\$12,535	\$37,605
Total							\$42,767	\$42,767	\$128,300

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$42,767	\$42,767	\$128,300
Total							\$42,767	\$42,767	\$128,300

Department	Link Light Rail	Description
Project		Summaries
400	Airport Link	
		Baseline (in YOE\$000) \$0
		Current Budget (in YOE\$000) \$18,600
		Adopted Budget (in YOE\$000) \$18,600

The Sound Transit Board expressed a clear desire to directly serve the Airport as part of an Initial Segment. However, uncertainties in the airline industry have resulted in significant changes in the Airport's development strategy. In January 2003, Sound Transit and the Port of Seattle signed an Agreement in Principle, establishing locations for the light rail route and station serving the Airport as well as a schedule for completing design of the project. The agreement provides for the Port to advance their planning and design beginning in April 2003 so that by June 2005 Sound Transit can begin its preliminary light rail design. Service to the Airport terminal is expected to start in 2011 at the earliest. The Port and Sound Transit further committed to continue to explore further extensions beyond the Airport to the vicinity of South 200th Street.

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
South King County	\$7,156	(\$967)	\$2,869	\$9,542	\$0	\$0	\$0	\$0	\$18,600
Total	\$7,156	(\$967)	\$2,869	\$9,542	\$0	\$0	\$0	\$0	\$18,600

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$622	(\$286)	\$583	\$2,580	\$0	\$0	\$0	\$0	\$3,500
Pre-Engineering/Env Review	\$2,733	(\$671)	\$1,481	\$4,657	\$0	\$0	\$0	\$0	\$8,200
Final Design and Specification	\$1,055	(\$48)	\$634	\$1,359	\$0	\$0	\$0	\$0	\$3,000
ROW Acquisition and Permits	\$2,021	\$31	\$35	\$13	\$0	\$0	\$0	\$0	\$2,100
Construction Services	\$2	\$0	\$8	\$191	\$0	\$0	\$0	\$0	\$200
Third Parties	\$724	\$7	\$128	\$741	\$0	\$0	\$0	\$0	\$1,600
Total	\$7,156	(\$967)	\$2,869	\$9,542	\$0	\$0	\$0	\$0	\$18,600

Department	Link Light Rail	Description
Project	500 Tacoma Link	<p>Tacoma Link runs between downtown Tacoma and the multimodal regional transit center at the Tacoma Dome. The line operates at-grade and provides connections to downtown offices, the theater district and the University of Washington's Tacoma Campus. Sound Transit operates three low-floor vehicles on the Tacoma route.</p> <p>The Tacoma Link Project was completed under budget. Nearly \$5 million in expenditures, previously expected in 2003 (shown here in 2005), will be incurred before the project closes out in early 2004.</p>

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Pierce County	\$63,301	\$11,431	\$591	\$5,092	\$0	\$0	\$0	\$0	\$80,416
Total	\$63,301	\$11,431	\$591	\$5,092	\$0	\$0	\$0	\$0	\$80,416

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$3,865	\$646	\$0	(\$36)	\$0	\$0	\$0	\$0	\$0
Pre-Engineering/Env Review	\$5,710	\$484	\$0	(\$1)	\$0	\$0	\$0	\$0	\$4,475
Final Design and Specification	\$4,486	(\$492)	\$0	\$1	\$0	\$0	\$0	\$0	\$6,193
ROW Acquisition and Permits	\$2,447	\$29	\$0	\$36	\$0	\$0	\$0	\$0	\$3,995
Construction	\$40,060	\$9,946	\$481	\$3,994	\$0	\$0	\$0	\$0	\$2,512
Vehicles	\$6,605	\$730	\$7	\$838	\$0	\$0	\$0	\$0	\$54,481
System Testing and Startup	\$128	\$88	\$103	\$261	\$0	\$0	\$0	\$0	\$8,180
Total	\$63,301	\$11,431	\$591	\$5,092	\$0	\$0	\$0	\$0	\$580
									\$80,416

REGIONAL EXPRESS

PROGRAM SUMMARY

Sound Move provides increased mobility for transit users through the development of a regional bus system that provides fast, frequent, two-way, all-day bus service connecting the major urban centers in King, Snohomish and Pierce counties. Regional Express is charged with implementing ST Express bus service and building the infrastructure to enable the express buses to travel quickly and smoothly through the region. Residents in the region benefit from the construction of park-and-ride lots, transit centers, and better access to such facilities by construction of high-occupancy vehicle (HOV) improvements.

By the end of 2003, 19 ST Express bus routes were serving riders in King, Pierce and Snohomish counties. The ST Express annual bus ridership for 2003 was 7.4 million boardings versus 6.4 million boardings in 2002. ST Express buses currently carry more than 26,000 riders per day in the three-county region and in 2003 surpassed 25 million riders served since service began. The partnerships formed with Community Transit, Everett Transit, King County Metro, and Pierce Transit have enabled Sound Transit to "roll out" a system that makes the most of the region's transportation resources. Together, Sound Transit and its transit partners will continue to develop and deliver the ST Express bus system as envisioned in *Sound Move*.

The Regional Express capital program includes 39 capital projects that will provide the gateways and connections for bus riders to access the system throughout the region. At the end of 2003, nine capital projects have been completed. These projects include direct access ramps, park-and-ride lots, HOV improvements, transit centers, and freeway in-line stations. In carrying out the capital projects program, Sound Transit has forged partnerships with the Washington State Department of Transportation (WSDOT), the municipalities in the three-county service area, local businesses and federal transportation agencies such as the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA).

Regional Express also performs several key agencywide activities. It is responsible for the Sound Transit regionwide transportation signage and wayfinding program for ST Express bus, Link light rail, and Sounder commuter rail, for the Regional Accessibility Plan, the Mobility Initiative Program (MIP) and for Sound Transit's compliance with the Americans with Disabilities Act (ADA). Sound Transit signs, regional signs for paratransit and the Regional "T" are now guiding customers at rail stations, bus stops and transit centers.

There will be 13 capital projects under construction in 2004, with five of those being completed by the end of the year. The increased bus service and parking spaces, improved access and easily understandable regional signs will continue to remind the public that the plan they approved in 1996 is moving forward.

2004 Budget Overview

The Regional Express adopted budget for the year 2004 is \$180,688,000 (in YOE dollars), consisting of \$124,033,000 for capital expenditures and \$56,655,000 for transit operations. The adopted 2004 lifetime budget for the Regional Express program is \$1,318,791,000 consisting of \$938,478,000 for capital expenditures and \$380,313,000 for operations.

Regional Express 2004 Budget Summary (in YOE \$000s)

	2004 Fiscal Year	Total (1997-2006)
Operating Expenditures ¹	\$56,655	\$380,313
Capital	124,033	938,478
TOTAL	\$180,688	\$1,318,791

1: Includes certain expenses that are not eligible to be allocated to capital projects.
These costs are reflected here in addition to the expenses of operations described
later in this budget document

TRANSIT OPERATIONS SUMMARY

Implementation Program

The Implementation Division is responsible for programs within Regional Express and for administering agencywide programs and projects that are necessary for the successful implementation of services and facilities. These programs include the Accessibility/ADA/Signage program, which ensures compliance with the Americans with Disabilities Act (ADA) and manages the signage and wayfinding system. The wayfinding system uses signs, facilities design and information materials that are consistent, easy to understand and integrated to facilitate the customers' movement through Sound Transit facilities.

The Regional "T" sign introduced in 2001 will continue to be incorporated in both Sound Transit and other transit agencies' projects. Deployment of the Regional "T" with WSDOT on state highways and local streets for wayfinding to transportation hubs is well under way. In 2002, Sound Transit and its partners began a new sign program for paratransit stops that they collectively developed. The paratransit signs will be used to identify bus stops and rail stations that provide paratransit service for persons with disabilities. The Mobility Initiative Program (MIP), increasing the mobility of individuals with disabilities, is ongoing. Deployment of raised letter/Braille bus bay markers is also underway for all Sound Transit facilities.

The Implementation Division manages communications and public outreach activities to inform stakeholders about Sound Transit and Regional Express. Through efforts including the Sound Transit Citizens' Accessibility Advisory Committee (CAAC) and the ST Express bus annual Service Implementation Plan (SIP) public outreach, Regional Express has developed an ongoing relationship with the region's citizens. Public input was important in designing and building the system and will continue to be solicited as the regional system grows and service is refined and enhanced.

Staff also facilitates the Transit Integration Group (TIG), which was chartered by the Regional Transit Partners to move transit towards the integrated regional system envisioned in *Sound Move*. As a part of this program, staff is developing regional policies and facilities for bicycle users. Staff facilitates the Regional Market Development Committee where partner agencies create and implement strategic programs to increase ridership.

Within the Implementation Program, the Project Controls Division is responsible for administering support systems to provide standardized control procedures and reporting mechanisms to measure performance for Regional Express Capital and Implementation projects. Project control support includes monitoring project status for cost, schedule and scope objectives, implementation of a document management system, and quality assurance oversight.

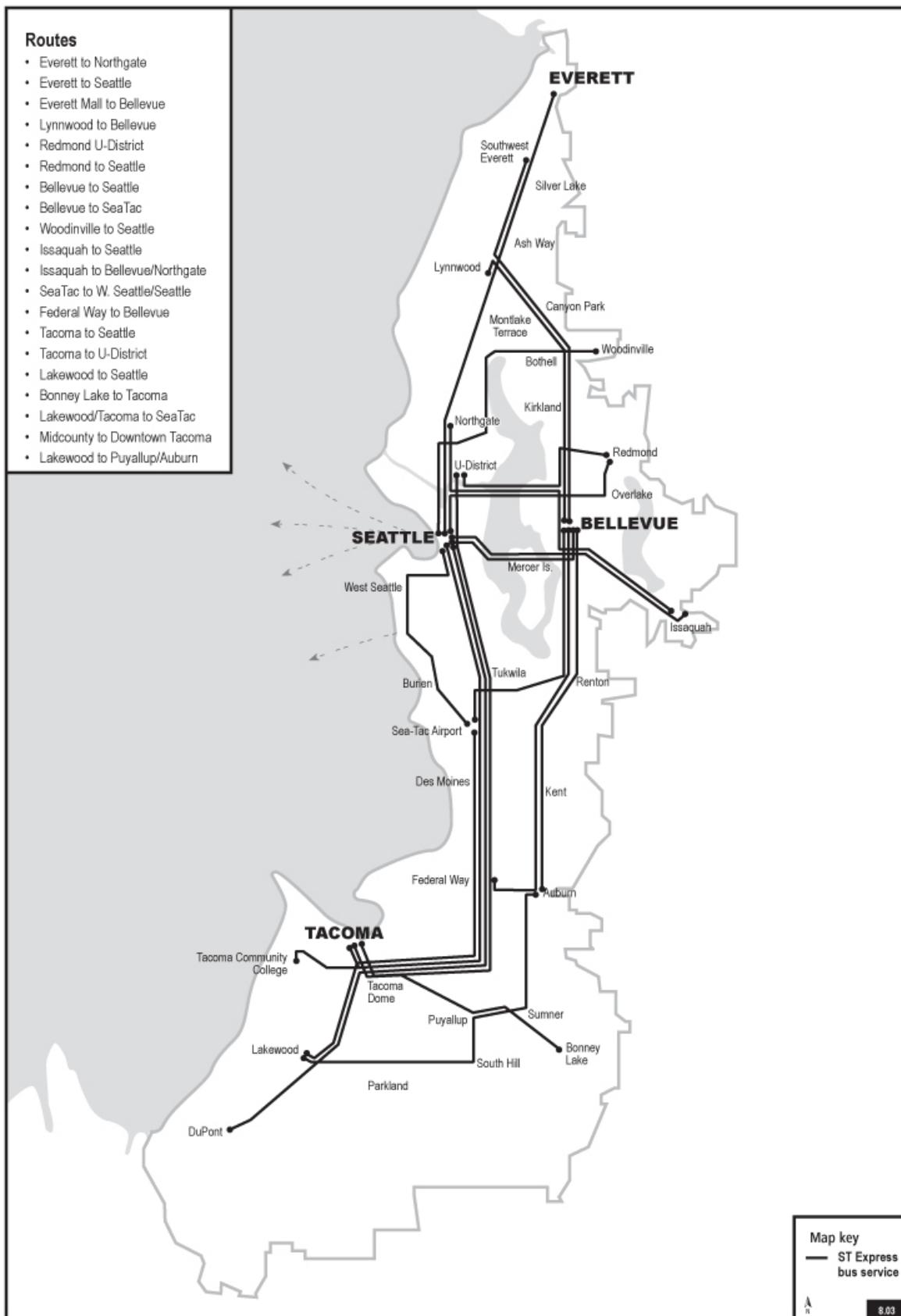
ST Express Bus Program

Nineteen ST Express routes, creating the framework of the regional bus system as envisioned in *Sound Move*, are operating. ST Express buses directly serve major travel corridors and most routes operate all day, everyday. ST Express buses connect major urban centers, crossing city and county lines. As capital projects designed to connect major highways and give priority to transit services are completed, ST Express buses will better achieve the fast, limited-stop service intended in *Sound Move*. Additionally, they provide a link to Amtrak, commuter rail, light rail, ferries, and other ST Express buses, local transit networks and the Seattle-Tacoma International Airport.

Generally, an ST Express route does not feature all of the above characteristics when service begins. For example, it may provide only commuter peak-hour service until ridership grows. Then, midday and weekend service may be added. As HOV direct access lanes, park-and-ride lots, and transit centers are built, the routes will continue to gain efficiency and speed. Sound Transit and the regional transit partners will monitor system performance and recommend increases or changes in service so each route reflects the key characteristics of a successful regional system. In 2003, staff restructured service on two corridors to provide more frequent and more direct service. Staff continues to work on a 2006 build-out plan that brings the service levels closer to what was envisioned in *Sound Move*.

Staff monitors service agreements between ST Express and other transit agencies on a monthly basis to ensure that agreed-upon standards are being met. The division continues to work on development of an operations and facilities maintenance program for Regional Express properties and the “spot” improvement program to enhance passenger convenience and/or accessibility at ST Express bus stops. These activities form the basic 2004 work plan for the ST Express Bus Division.

REGIONAL EXPRESS BUS



Adopted Budget - ST Express Regional Bus Program

Sound Transit has service agreements with Community Transit, King County Metro and Pierce Transit for transportation services. The partner transit agencies operate the ST Express buses, consistent with the 2003 Service Implementation Plan (SIP) that was reviewed and adopted by the Sound Transit Board in December 2003. The budget for other transit-related costs such as services, leases/rentals and insurance was reassessed to ensure funding for the spot improvement program and the operations and maintenance costs for Sound Transit facilities. The Adopted 2004 Budget is consistent with the 2003 board-approved SIP. The table below is a summary of the Adopted 2003 Service Implementation Plan (SIP).

ST Express Bus Program Budget Operating & Maintenance and Capital Costs, by Subarea (in YOE \$000s)			
Subarea	Operations & Maintenance	Capital Costs	Total (1997-2006)
Snohomish County	\$53,530	16,831	\$70,361
South King County	41,504	12,112	53,616
East King County	169,252	55,807	225,059
Pierce County	113,379	43,148	156,527
Total	\$377,664	127,898	505,562

Note: The budget for each subarea maintenance facilities has been shifted from operating to capital cost in accordance with accounting guidelines.

Regional Express Bus O&M 2004 Spending Plan by Subarea (in YOE \$000s)		
Subarea	2004	Total (1997-2006)
Snohomish County	\$8,327	\$53,530
South King County	5,892	41,504
East King County	27,134	169,252
Pierce County	15,302	113,379
Total	\$56,655	\$377,664

These figures do not include depreciation costs.

Changes Adopted in the 2004 Budget - Bus Program

The adopted 2004 bus program budget is based on the 2003 Service Implementation Plan (SIP) that was adopted by the Sound Transit board of directors in December 2003. The Adopted 2004 Budget for the bus program through 2006 includes funding for both capital projects and operations & maintenance costs and is unchanged from the \$505.6 million approved in the Adopted 2003 Budget.

Regional Express Transit Operations Budget

	2002 ACTUALS	ADOPTED 2003 BUDGET	2003 Actual	ADOPTED 2004 BUDGET
SERVICES				
Marketing ¹	216,179	169,000	306,068	250,000
Security and safety ²	-	100,000	130,811	50,001
Transit planning & financial svcs. ³	343,579	235,839	125,124	200,000
Signage Maintenance	8,630	225,000	164,584	266,232
Maintenance of stations ⁴	335,349	980,042	298,026	896,661
Spot Improvements ⁵	-	40,000	2,878	227,189
Maintenance of equipment ⁶	11,683	508,500	387,931	907,584
Interlocal agreements ⁷	28,466	350,000	110,401	200,000
Miscellaneous services ⁸	188,534	444,500	119,587	388,249
Mobility Initiative Program ⁹	69,677	943,767	348,317	860,107
<i>Subtotal</i>	1,202,097	3,996,648	1,993,727	4,246,023
MATERIALS & SUPPLIES¹⁰	66,710	58,700	65,107	212,001
UTILITIES	77,247	-	71,446	-
INSURANCE	20,934	-	494,152	-
VEHICLES-Licenses & Taxes¹¹	152,980	200,672	192,630	222,734
PURCHASED TRANS. SERVICES¹²	34,770,208	43,185,000	40,239,328	48,071,331
MISCELLANEOUS EXPENSES¹³	1,318,463	337,500	133,026	203,749
OPERATING LEASES & RENTALS¹⁴	634,842	5,000	-	2,500
CONTINGENCY	-	-	-	-
TRANSFER OF AGENCY ADMIN.	3,220,971	2,484,750	2,286,866	3,696,642
<i>Subtotal Gross Transit Operation</i>	41,464,452	50,268,270	45,476,282	56,654,980
DEPRECIATION	6,656,658	7,274,169	8,046,016	9,856,442
TOTAL TRANSIT OPERATIONS	48,121,111	57,542,439	53,522,298	66,511,422

Notes

- 1 Projected costs for marketing services such as market research.
- 2 Includes additional facilities security costs not included in the Maintenance of Stations line.
- 3 Includes costs for operations financial analysis and negotiation support.
- 4 Includes transit center, station and park-and-ride facilities.
- 5 Proposed costs for two route improvement projects (improved wheelchair accessibility and an additional stop).
- 6 Proposed costs for low-sulfur fuel filters & digital surveillance systems.
- 7 Includes costs not covered by interagency service agreements (e.g., outreach support, surveys, and technical assistance).
- 8 Includes costs for public information materials (e.g., Get Ready to Ride guide), transit exteriors, Regional Market Development Program and rider focus group.
- 9 Service costs associated with the Regional Mobility fund (Board Resolution No. R2001-04, May 10, 2001) and includes costs for a communications program, accessibility training, and facility & equipment improvements.
- 10 Primarily for hybrid bus fleet start up costs.
- 11 Projected costs for state excise tax on farebox revenue.
- 12 Includes direct service operations and maintenance costs for Pierce Transit, King County Metro, and Community Transit.
- 13 Includes a radio campaign, reverse commute campaign and Metro traffic sponsorships.
- 14 Includes projected costs for the rental of portable comfort station for operators.

CAPITAL PROJECTS PROGRAM

The Capital Projects Division of Regional Express is responsible for building the community connection projects that will increase rider access to the system and an HOV direct access program that will enable the express buses to travel quickly and reliably throughout the region. The Regional Express capital program includes HOV direct access ramps and improvements, park-and-ride lots, transit centers and in-line stations.

The HOV access projects are being implemented through a partnership between Sound Transit and the Washington State Department of Transportation (WSDOT). Sound Transit will fund special access ramps to make it easier for transit and carpools to use HOV lanes at some of the region's most congested freeway intersections. The improvements will expand and permanently improve the HOV network that the region has already started.

To maximize public access between the regional and local transit systems, Sound Transit is funding a variety of community connection facilities including transit centers, park-and-ride lots and transit access improvements. These facilities will improve access to the regional transit system as well as connections to the local transit services.

Prior to 2003, the Overlake Transit Center (332), Bellevue Transit Center (322), Ash Way Park-and-Ride lot (340), the Tacoma Dome Station (356), South Hill Park-and-Ride lot (358), and the Pacific Avenue Overpass (370) projects were completed. These projects provide 2,900 new parking stalls at park-and-ride lots in Pierce, Snohomish and East King counties.

In 2003, the DuPont Station (360) was completed and opened for service in Pierce County and the new Lynnwood Transit Center (311) opened for service in September in Snohomish County.

Construction was also completed for the following projects: SE 8th segment of the Bellevue Direct Access Project (145), the Rider Services Building portion of the Overlake Transit Center facility (332), phase 2 construction of I-90 at Sunset Interchange (165) and the Sound Transit-funded phases of the Lynnwood SR-99 Transit Lanes Project (345). In 2003, construction began on the Lynnwood HOV Access (111), Ash Way HOV Access (105), SR-900 Park-and-Ride Improvements (166), Redondo Heights Park-and-Ride (350), and the NE 4th/6th segment of the Bellevue HOV Access (145) projects.

In 2004, preliminary engineering and environmental review (PE/ED) will be under way for 13 of the 39 capital projects and will be completed for 10 of those projects by the end of the year. Nineteen projects will be in the final design phase, with nine of them reaching completion of final design.

Acquisition of properties for right-of-way (ROW) will be under way for 20 projects during 2004 and will be completed for eight of those projects. Thirteen projects will be under construction in 2004, with five of those being completed and put into operation by the end of the year.

Since 1997, Regional Express has worked to build partnerships that contribute to the success of these projects. In addition to WSDOT, the federal government, local municipalities and transit agencies, the public has been an important collaborator on these projects. An Executive Advisory Committee (EAC) has been created for major projects in Lynnwood, Federal Way, Kirkland, Mercer Island, South Everett and Renton. The EAC committees are very successful in involving local decision-makers, businesses, and citizens in the creation of the projects. Public design workshops, open houses and public hearings, as well as regular newsletters and presentations to local community groups, have helped to gain public input into these projects, including the design, selection of alternatives and identification of environmental impacts.

Regional Express Capital Program

Legend

- (P) Park-and-Ride Lot
- (H) HOV Enhancement
- (F) Freeway Station
- (T) Transit Center
- (D) HOV Direct Access
- HOV Improvements
- Sound Transit Routes

Project # Project Name

Snohomish County

- 105 Ash Way HOV Access / 164th SW
- 111 Lynnwood HOV Access / 46th Ave W
- 311 Lynnwood Transit Center / 46th Ave W
- 312 Mountlake Terrace Freeway Station / 236th SW
- 316 N Everett Transit Center/Everett Community College
- 319 S Everett Freeway Station / 112th SE
- 340 Ash Way Park & Ride
- 345 Lynnwood SR-99 Transit Lanes
- 370 Pacific Avenue Overpass

East King County

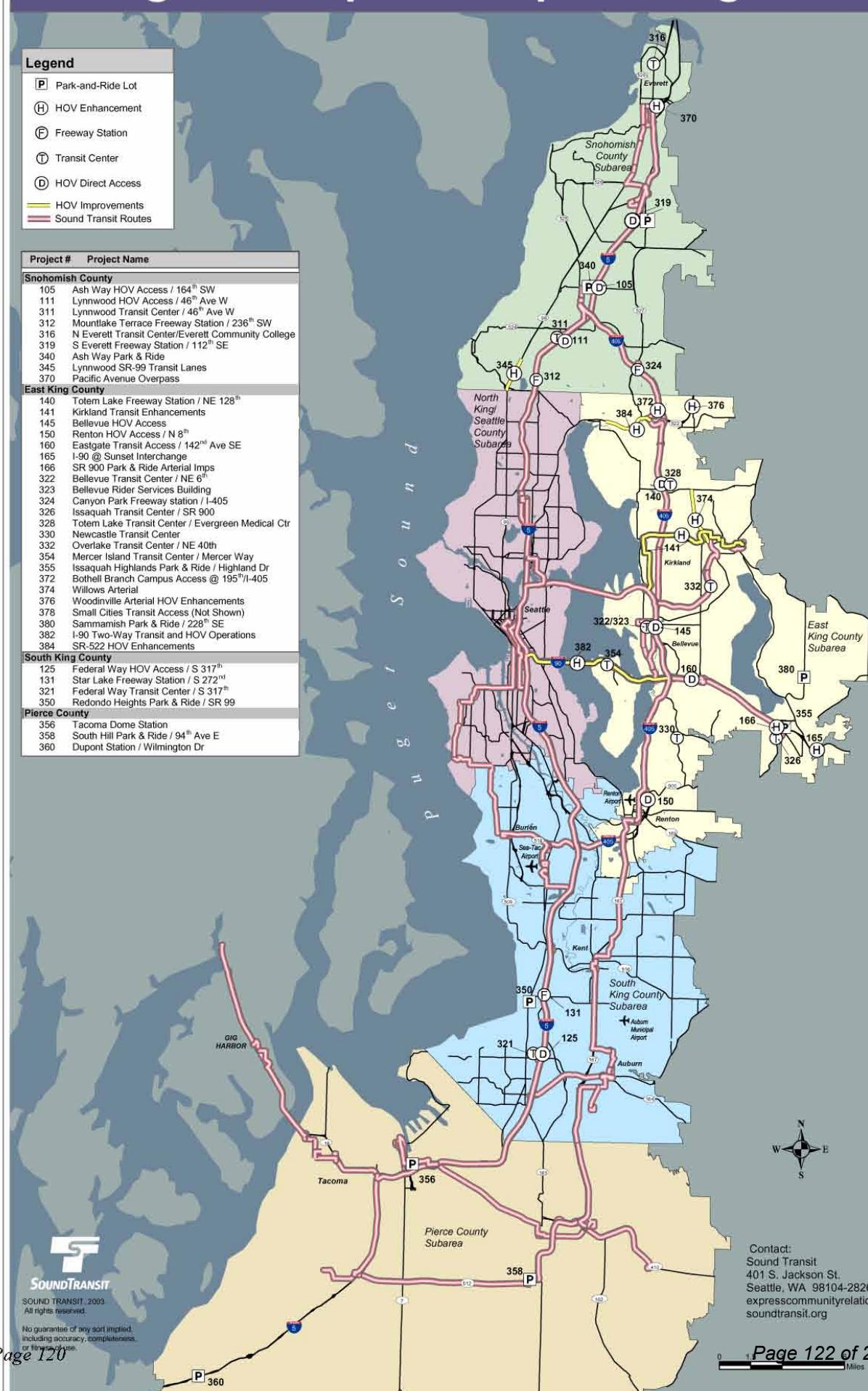
- 140 Totem Lake Freeway Station / NE 128th
- 141 Kirkland Transit Enhancements
- 145 Bellevue HOV Access
- 150 Renton HOV Access / N 8th
- 160 Eastgate Transit Access / 142nd Ave SE
- 165 I-90 @ Sunset Interchange
- 166 SR 900 Park & Ride Arterial Imps
- 322 Bellevue Transit Center / NE 6th
- 323 Bellevue Rider Services Building
- 324 Canyon Park Freeway station / I-405
- 326 Issaquah Transit Center / SR 900
- 328 Totem Lake Transit Center / Evergreen Medical Ctr
- 330 Newcastle Transit Center
- 332 Overlake Transit Center / NE 40th
- 354 Mercer Island Transit Center / Mercer Way
- 355 Issaquah Highlands Park & Ride / Highland Dr
- 372 Bothell Branch Campus Access @ 195th/I-405
- 374 Willows Arterial
- 376 Woodinville Arterial HOV Enhancements
- 378 Small Cities Transit Access (Not Shown)
- 380 Sammamish Park & Ride / 228th SE
- 382 I-90 Two-Way Transit and HOV Operations
- 384 SR-522 HOV Enhancements

South King County

- 125 Federal Way HOV Access / S 317th
- 131 Star Lake Freeway Station / S 272nd
- 321 Federal Way Transit Center / S 317th
- 350 Redondo Heights Park & Ride / SR 99

Pierce County

- 356 Tacoma Dome Station
- 358 South Hill Park & Ride / 94th Ave E
- 360 Dupont Station / Wilmington Dr



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Changes Adopted in the 2004 Budget – Capital Projects

Changed projects:

- Recombining the Mercer Island Park-and-Ride (354) and Mercer Island Transit Center (353) projects back into one project, the Mercer Island Park-and-Ride/Mercer Way (354).
- Establishing the Bellevue Transit Center Rider Services Building as a separate project (323).
- Project names changed for some projects to be consistent with the Sound Transit signage program naming convention.

Transfer of funding between projects:

- Funds from South King County Program Reserve (\$4.3M) and Redondo Heights Park-and-Ride (350) (\$0.3M) transferred to Federal Way HOV Access (125) to fund increased costs for ROW, permits and construction, and the addition of project level and construction level contingency.
- Savings (\$1.1M) from SR-900 Improvements (166) to Issaquah Highlands Park-and-Ride (355) based on King County grant revenue shortfall.
- Scope change (\$6M) decreases Kirkland Transit Enhancements Project (141) budget while increasing Totem Lake Freeway Station (140), formerly called Kirkland I-405 HOV Access Improvements Project.

Transfer project remainders into REX Capital Program Reserves and Unanticipated Revenues:

- Snohomish County: Savings (\$0.5M) from Pacific Avenue Overpass (370), and savings (\$0.2M) from Lynnwood SR-99 Transit Lanes (345).
- East King County: Savings (\$7M) from Bellevue Direct Access (145) and savings (\$13K) from the Sunset Interchange Project (165) into Program Reserves.
- Pierce County: Savings (\$2.3M) from DuPont Station (360) and savings (\$0.3M) from South Hill Park-and-Ride (358).
- Decrease (\$18M) in Bellevue Direct Access Project (145) and transfer into Unanticipated Revenues.

Transfer of funding between Regional Express and Sounder:

- Transfer total unspent budget from the Funds for Other Projects (395-Snohomish County) totaling \$29.7M to Sounder.

Schedule changes from 2003 budget:

In terms of project completion, the Adopted 2004 budget contains the following changes when compared to the Adopted 2003 Budget. None of these projects with schedule changes have reached the baselining stage:

Change from 2003 to 2004:

- Bellevue Transit Center – Rider Services Building (323)

Change from 2004 to 2005:

- Woodinville Arterial HOV Enhancements (376)
- Redondo Heights Park-and-Ride (350)
- Lynnwood HOV Access (111)
- N. Everett Transit Center (316)

Change from 2005 to 2006:

- Kirkland Transit Enhancements (141)
- Issaquah Transit Center (326)
- Totem Lake Transit Center (328)
- Newcastle Transit Center (330)
- Mercer Island Transit Center (354)
- Sammamish Park-and-Ride (380)

Change to post 2006:

- Renton HOV Improvements (150) – I-405 companion improvements are contingent on passage of the Regional Transportation Investment District (RTID).
- Eastgate Transit Access/142nd Ave SE (160) – Completing PE/ED to verify costs.
- S. Everett Freeway Station (319) – Completing PE/ED to verify costs.
- Star Lake Freeway Station/272nd (131) - I-5 companion improvements are contingent on passage of RTID.
- I-90 Two Transit and HOV Operations (382) – Final construction costs of alternative R8-A are contingent on passage of RTID.
- SR-522 HOV Enhancements (Kenmore to Bothell) (384) – Completing PE/ED, considering phased development, verifying transit benefits.
- Mountlake Terrace Freeway Station/236th SW (312) – Completing PE/ED, seeking board direction.

Issues on Scope/Budget:

- Federal Way Transit Center/S 317th (321): 2003 Adopted Budget was based on 30% design estimate for a 4 level/950 to 1000 stalls and did not include any project level contingency. The intent in the 2003 budget was to design for 5 levels and construct all 5 levels if savings were realized in the 60% design estimate and actual ROW costs. Those savings have been realized. The 2004 Adopted budget is based on 5 level/1200 stalls and adds a project level contingency.
- Federal Way HOV Access/317th (125): Transfers from South King County Program Reserve and Redondo Heights Park and Ride (350) to fund construction and project level contingency and increase the ROW phase level.
- Sammamish Park-and-Ride/228th SE (380)– Currently reviewing project scope based on higher-than-expected ROW acquisition costs.
- I-90 Two-Way Transit Operations (382): Final design; schedule is aggressive.

Baseline Budgets & Schedules:

The 2004 Adopted Budget includes baseline budgets and schedules for the following projects, which have completed the criteria established for setting project baselines

- Bellevue Direct Access (145)
- I-90 @ Sunset Interchange – HOV Improvements (165)
- SR 900 Park-and-Ride Arterial Improvements (166)
- Overlake Transit Center (332)
- Redondo Heights Park-and-Ride (350)
- Tacoma Dome Station (356)
- South Hill Park-and-Ride (358)
- DuPont Park-and-Ride (360)
- Ash Way HOV Access (105)
- Lynnwood HOV Access (111)
- Ash Way Park-and-Ride (340)
- Lynnwood SR-99 Transit Lanes (345)
- Pacific Avenue Overpass (370)
- Lynnwood Transit Center (311)
- Issaquah Highlands Park and Ride (355)

2004 Risk Assessments for Regional Express Projects

See discussion of Risk Assessments on page 16 & 17

SUBAREA / PROJ.	ESTIMATE	PROJECT STATUS				SCHEDULE RISK				COMMENTS				
BUDGET RISK		2004 BUDGET SCHEDULE	2003 BUDGET SCHEDULE	RISK LEVEL	UTILITIES RELOCATION	PROJECT LOCATION	SHARED PROJECT FUNDING	LIMITED BUDGET BASIS	UNEXPECTED FINDINGSx DURING ENGINEERINGx	NEW DESIGN & ENVIRONMENTAL REGULATIONS	SCOPE ESCALATION/CHANGE	RIGHT OF WAY COSTS	RISK LEVEL	
EAST KING COUNTY					Kirkland I-405 HOV Access Improvements	Design	○	●	●	●	●	●	●	
					Kirkland Transit Enhancements	Conceptual	○	✓	✓	✓	✓	✓	✓	
					I-405 @ Bellevue	Final	○	○	○	○	○	○	○	
					Renton HOV Improvement Projects	Conceptual	●	●	●	●	●	●	●	
					I-90 @ Eastgate	Conceptual	●	●	●	●	●	●	●	

high risk - ● medium risk - □ low risk - ○ budget risk - ✓

PE = Preliminary Engineering FD = Final Design CO = Construction CT = Complete

P&R = Park-and-Ride TC = Transit Center HOV Enh = HOV Enhancements HOV DA = HOV Direct Access FS = Flyer Stop

2004 Risk Assessments for Regional Express Projects

See discussion of Risk Assessments on page 16 & 17

SUBAREA / PROJ.	ESTIMATE	EAST KING COUNTY (continued)						
		PROJECT STATUS			SCHEDULE RISK			COMMENTS
		2004 BUDGET SCHEDULE			2003 BUDGET SCHEDULE			
		RISK LEVEL			RISK LEVEL			
UTILITIES RELOCATION		○	2003	2003	CO			BUDGET: Construction is being managed by WSDOT. ST's contribution is set and capped.
PROJECT LOCATION		○	2003	2004	CO			SCHEDULE: Project complete in 2003.
SHARED PROJECT FUNDING								BUDGET: Project is being managed by WSDOT. ST's contribution is set and capped. Cycling advocates and a State Legislator interested in additional cycling improvements.
LIMITED BUDGET BASIS								SCHEDULE: WSDOT advertised the construction contract in 2nd Quarter 2003 with a revised schedule for project completion in 3rd Quarter 2004.
UNEXPECTED FINDINGSx DURING ENGINEERINGx								The proposed 2004 Budget recommends creating a separate project for the BTC Rider Services Building. The Transit Center was complete in 2003.
NEW DESIGN & ENVIRONMENTAL REGULATIONS		○	✓	✓				
SCOPE ESCALATION/CHANGE								
RIGHT OF WAY COSTS								
RISK LEVEL		N/A	2003	2005	CT			
								BUDGET: Preferred alternative selected. Beginning PE/ED phase. SCHEDULE: Consultant selection for PE/ED Phase began Q2 2003. PE/ED work began in Q3 2003.
I-90 @ Sunset Interchange (HOV Share)	Final	○						BUDGET: The present project scope/budget includes development of a transit center. The site selected for development is a fully utilized park-and-ride. Board authorization to modify the scope may be requested, if further analysis indicates that it is prudent to develop more parking capacity in conjunction with the TC development.
SR 900	Final	○	✓	✓				SCHEDULE: Current schedule anticipates late 2006 project completion. The site being redeveloped is a fully utilized park and ride and must be kept useable during reconstruction, which may impact the time required to construct the improvements. If offsite alternative parking can be secured reconstruction can be expedited.
Bellevue Transit Center	Final							
Bothell / Canyon Park Flyer Stop	Conceptual	●		✓		2005	2006	PE
Issaquah Transit Center	Conceptual	●				●	2005	2006 PE

high risk - ● medium risk - □ low risk - ○ budget risk - ✓
 PE = Preliminary Engineering FD = Final Design CO = Construction CT = Complete
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2004 Risk Assessments for Regional Express Projects

See discussion of Risk Assessments on page 16 & 17

ESTIMATE	SUBAREA / PROJ.	BUDGET RISK	RISK LEVEL	PROJECT LOCATION	SHARED PROJECT FUNDING	LIMITED BUDGET BASIS	UNEXPECTED FINDINGSx DURING ENGINEERINGx	NEW DESIGN & ENVIRONMENTAL REGULATIONS	SCOPE ESCALATION/CHANGE	RIGHT OF WAY COSTS	RISK LEVEL	PROJECT STATUS	SCHEDULE RISK	COMMENTS	
EAST KING COUNTY (continued)															
	Totem Lake Transit Center	Conceptual	●												BUDGET: TC will be integrated into first floor of Medical Office Building on Evergreen Hospital campus requiring an agreement governing land use, design, construction, operations, maintenance, and cost sharing for the facility development. SCHEDULE: Evergreen Healthcare (EH) will lead the design and construction of the facility on the hospital campus to meet ST and King County Metro interests. An agreement with EH formalizing the scope, budget and schedule will be brought to the Board for approval late 2003. Project completion is projected in 2006 to meet Evergreen's and ST/KCM needs.
	Newcastle Transit Center	Conceptual	○												Project definition study in progress. A preferred site and project scope have been identified by the PMT. Final design is scheduled to start in 2004 after the completion of the project environmental review.
	Overtake Transit Center/Park-and-Ride Lot	Final	N/A												Project completed in 2003.
	Mercer Island Transit Center/Park-and-Ride	Conceptual	●												BUDGET: The proposed 2004 budget recommends combining the Mercer Island Park and Ride and Transit Center projects into one - Mercer Island Transit Center. The project will be constructed at the existing Mercer Island Park-and-Ride Lot and will include parking. SCHEDULE: Delay in site selection has impacted project schedule by approximately two years.
	Bothell Branch Campus Access	Conceptual	○	✓											BUDGET: Technical Advisory Committee continues to look at viable alternatives that meet the needs of all parties involved. SCHEDULE: A comprehensive assessment of improvements and phasing is necessary at the North Access prior to implementing a project.

high risk - ●

medium risk - □

low risk - ○

budget risk - ✓

PE = Preliminary Engineering FD = Final Design CO = Construction CT = Complete

P&R = Park-and-Ride TC = Transit Center HOV Enh = HOV Enhancements HOV DA = HOV Direct Access FS = Flyer Stop

2004 Risk Assessments for Regional Express Projects

See discussion of Risk Assessments on page 16 & 17

SUBAREA / PROJ.	ESTIMATE	PROJECT STATUS						COMMENTS		
		BUDGET RISK			SCHEDULE RISK					
EAST KING COUNTY (continued)										
Willows Arterial	Conceptual	TBD	✓	✓	2005	2006	PE			
Woodinville Arterial HOV Enhancements	Conceptual	○	●	✓	2004	2006	PE			
Small Cities Transit Access	Allocation	TBD			TBD	TBD	2006	N/A		
Sammamish Park-and-Ride (Formerly Newly Incorporated King County)	Prelim Design	●			○	2005	2006	PE		
I-90 Two-Way Transit Operations	Prelim Design	●			●	2006	2007	PE		
SR 522 HOV Enhancements (Bothell to Kenmore)	Prelim Design	●			●	2005	2008	PE		

high risk - ● medium risk - □ low risk - ○ budget risk - ✓

PE = Preliminary Engineering FD = Final Design CO = Construction CT = Complete
P&R = Park-and-Ride TC = Transit Center HOV Enh = HOV Enhancements HOV DA = HOV Direct Access FS = Flyer Stop

2004 Risk Assessments for Regional Express Projects

See discussion of Risk Assessments on page 16 & 17

SUBAREA / PROJ.	ESTIMATE	PROJECT STATUS				SCHEDULE RISK				COMMENTS			
		2004 BUDGET SCHEDULE		2003 BUDGET SCHEDULE		RISK LEVEL							
SOUTH KING COUNTY													
Federal Way HOV Access/S 317th	Design	●	2005	2005	FD	●	2006	2007	PE	BUDGET: The 2004 budget includes a recommendation to transfer \$4.5M to this project to pay for the higher than anticipated property acquisition costs, construction contingency, and a project-level contingency. SCHEDULE: Current schedule shows project completion concurrent with the Federal Way Transit Center (project 321).	BUDGET: Investigation of alternative designs for I-5 @ 272nd interchange underway. May result in ability to accommodate a revised in-line station design with improved access to/from both sides of I-5. SCHEDULE: Project environmental assessment and biological assessment are on hold while WSDOT alternative designs are evaluated.	BUDGET: Cost estimates at completion of 90% design is consistent with the 2004 Proposed Budget. Based on current bidding climate and 90% cost estimate, current scope is funded. SCHEDULE: Current project schedule shows completion in 4th Quarter 2005. However, several permits are subject to appeal and could delay the project. Additionally, current schedule assumes timely review and resolutions by City of several agreements and permit review processes. *note: construction contract was awarded 3Q 2003 to demolish existing buildings on site.	BUDGET: Project is being managed by King County, with no additional funding responsibility to Sound Transit past Preliminary Engineering work already completed. Construction bids came in below Engineer's Estimate. SCHEDULE: Project schedule is being managed by King County. Since the 2003 Risk Assessment was issued, permits were received and project bids were opened 3Q 2003 and were below Engineer's Estimate.
Star Lake Freeway Station/S 272nd	Conceptual	✓				✓							
Federal Way Transit Center	Design	●	✓	✓	FD	●	2005	2005	FD				
Redondo Heights Park-and-Ride (formerly Pacific Highway Park-and-Ride)	Final	○				○	2003	2005	FD	high risk - ● medium risk - □ low risk - ○ budget risk - ✓	PE = Preliminary Engineering FD = Final Design CO = Construction CT = Complete HOV Enh = HOV Enhancements HOV DA = HOV Direct Access FS = Flyer Stop	P&R = Park-and-Ride TC = Transit Center	

2004 Risk Assessments for Regional Express Projects

See discussion of Risk Assessments on page 16 & 17

PIERCE COUNTY SUBAREA / PROJ.	ESTIMATE	BUDGET RISK	SCHEDULE RISK	PROJECT STATUS	RISK LEVEL	COMMENTS
Tacoma Dome Phase II	Final	N/A	N/A	2000	2000	CT
South Hill Park-and-Ride	Final	N/A	N/A	2001	2001	CT
Dupont Park-and-Ride	Final	N/A	N/A	2002	2003	CT
		high risk - ●	medium risk - ▲	low risk - ○	budget risk - ✓	

PE = Preliminary Engineering FD = Final Design CO = Construction CT = Complete
 P&R = Park-and-Ride TC = Transit Center HOV Enh = HOV Enhancements HOV DA = HOV Direct Access FS = Flyer Stop

2004 Risk Assessments for Regional Express Projects

See discussion of Risk Assessments on page 16 & 17

SUBAREA / PROJ.	ESTIMATE	PROJECT STATUS						COMMENTS
		SCHEDULE RISK			BUDGET RISK			
SNOHOMISH COUNTY		○	○	○	○	○	○	Project under construction.
Ash Way Transit Access/164th SW	Final	○	○	○	○	○	○	Project under construction.
Lynnwood HOV Access/46th Ave W	Final	○	○	○	○	○	○	Project under construction.
Lynnwood Transit Center/Park-and-Ride	Final	○	○	○	○	○	○	BUDGET: Original budget inadequate for any alternatives under review; however, it funds project through the PE/ED phase. SCHEDULE: PE/ED initiated in 2003. Unlikely the project will be completed by the end of 2006.
Mountlake Terrace In-line Station	Conceptual	●	✓	✓	✓	✓	●	BUDGET: Per direction from ST Finance Committee, Project Management Team (PMT) is evaluating several project configurations that are affordable within adopted budget and include off-campus replacement parking for spaces lost to build the transit center on the campus. SCHEDULE: Delays in selecting a preferred project configuration have delayed the anticipated project completion to 4th Q 2005.
North Everett Transit Center	Conceptual	●	✓	✓	●	●	●	BUDGET: Project costs are higher due to new WSDOT design standards and evolving stormwater standards since Sound Move. Project savings were realized and functionality was increased with elimination of half-interchange direct access ramps in lieu of full HOV access via P&R lot. Widening of 112th St. is required to provide site access, is not included in scope and would require additional funding. Strong enforcement of consultant terms has been necessary. SCHEDULE: Facility uniqueness (P&R within I-5 freeway median) required extensive design and operational reviews. This, coupled with evolving stormwater standards and consultant contract issues, has resulted in schedule delays.
South Everett Park-and-Ride / Access	Prelim Design	●	✓	✓	✓	✓	●	Project is complete.
Ash Way Park-and-Ride	Final	N/A					N/A	Project is complete.
Lynnwood SR-99 Transit Lanes	Final	N/A					N/A	Project is complete.
Pacific Avenue Overpass	Final	N/A					N/A	Project is complete.
Funds for Other Projects	Allocation	N/A					N/A	Not Started

high risk - ● medium risk - □ low risk - ○ budget risk - ✓

PE = Preliminary Engineering FD = Final Design CO = Construction CT = Complete
 P&R = Park-and-Ride TC = Transit Center HOV Enh = HOV Enhancements HOV DA = HOV Direct Access FS = Flyer Stop

Regional Express Capital Projects Division - 2004 Action Plans

	Activity	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<i>East King County</i>												
Project 140 – Kirkland HOV Access Improvements	PE/ED											
	FD											
	ROW											
	CO											
Project 141 – Kirkland Transit Enhancements	PE/ED											
	FD											
	ROW											
	CO											
Project 145 – Bellevue HOV Access *	PE/ED											
	FD											
	ROW											
	CO											
Project 150 – Renton HOV Enhancements	PE/ED											
	FD											
	ROW											
	CO											
Project 160 – I-90 @ Eastgate Park-and-Ride Enhancements	PE/ED											
	FD											
	ROW											
	CO											

Activity	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Project 166 – SR 900 Park-and-Ride Arterial Improvements *											
PE/ED	2Q		4Q								
FD		1Q									
ROW		2Q									
CO				4Q							
Project 322 – Bellevue Transit Center (BTC)											
PE/ED	2Q		4Q								
FD		4Q									
ROW		1Q									
CO (Stage 1 and Stage 2)			2Q								
Project 323 – Bellevue Rider Services Center											
PE/ED	2Q		4Q								
FD		4Q									
ROW		1Q									
CO				4Q							
Project 324 – Bothell/Canyon Park Flyer Stop											
PE/ED								2Q		3Q	
FD									3Q	2Q	
ROW										3Q	
CO											3Q
Project 326 – Issaquah Transit Center											
PE/ED								4Q		2Q	
FD									2Q	1Q	
ROW										3Q	
CO											3Q
Project 328 – Totem Lake Transit Center											
PE/ED								2Q			
FD											
ROW											
CO											
Project 330 – Newcastle Transit Center											
PE/ED									1Q	1Q	
FD										1Q	
ROW											2Q
CO											1Q

PE/ED – Preliminary Engineering/Environmental Documentation
 FD – Final Design
 ROW – Right-of-way Acquisition
 CO - Construction

Activity		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Project 354 – Mercer Island Park-and-Ride / N. Mercer Way	PE/ED											
	FD											
	ROW											
Project 355 – Issaquah Highlands Park-and-Ride *	PE/ED											
	FD											
	ROW											
	CO											
Project 372 – Bothell Branch Campus Access @ 195th/1-405	PE/ED											
	FD											
	ROW											
	CO											
Project 374 – Willows Arterial	PE/ED											
	FD											
	ROW											
Project 376 – Woodinville Arterial HOV Enhancements	PE/ED											
	FD											
	ROW											
	CO											
Project 378 – Small Cities Transit Access	PE/ED											
	PE/ED											
	ROW											
	CO											
Project 380 – Sammamish Park-and-Ride	PE/ED											
	FD											
	ROW											
	CO											

PE/ED – Preliminary Engineering/Environmental Documentation
 FD – Final Design
 ROW – Right-of-way Acquisition
 CO - Construction

Activity		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Project 382 – I-90 Two-Way Transit Operations												
PE/ED			3Q						3Q			
FD									3Q	4Q		
ROW									3Q	4Q		
CO									4Q			4Q
Project 384 – SR 522 HOV Enhancements												
PE/ED							3Q			1Q		
FD									2Q	2Q		
ROW									1Q	2Q		
CO									4Q		4Q	08
<i>South King County</i>												
Project 125 – Federal Way HOV Access												
PE/ED						1Q			1Q			
FD									1Q	1Q		
ROW									1Q	1Q		
CO									1Q	4Q		
Project 131 – Star Lake Freeway Station												
PE/ED						2Q				2Q		
Project 321 – Federal Way TC/317h												
PE/ED							1Q			1Q		
FD									2Q	4Q		
ROW									2Q	2Q		
CO									1Q	4Q		
Project 350 – Redondo Heights Park-and-Ride *												
PE/ED								1Q		2Q		
FD									2Q	4Q		
ROW									2Q-4Q			
CO									4Q	4Q		

PE/ED – Preliminary Engineering/Environmental Documentation
 FD – Final Design
 ROW – Right-of-way Acquisition
 CO - Construction

Activity	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Snohomish County											
Project 105 – Ash Way HOV Access *											
PE/ED											
FD											
ROW											
CO											
Project 111 – Lynnwood HOV Access *											
PE/ED											
FD											
ROW											
CO											
Project 311 – Lynnwood Transit Center/Park-and-Ride *											
PE/ED											
FD											
ROW											
CO											
Project 312 – Mountlake Terrace In-line Station											
PE/ED											
Project 316 – North Everett Transit Center											
PE/ED											
FD											
ROW											
CO											
Project 319 – South Everett Park-and-Ride/Direct Access											
PE/ED											
FD											
ROW											
CO											

* Baseline project schedule

Schedules shown above include physical completion for active projects. Project budget cashflows reflect spending plans, including project closeout activity.

PE/ED – Preliminary Engineering/Environmental Documentation
 FD – Final Design
 ROW – Right-of-way Acquisition
 CO - Construction

OBJECTIVES AND ACTION PLANS

Department objectives

1. Design, construct and operate the Regional Express system outlined in *Sound Move* within the approved budget, scope and schedule.
 - (a) Provide excellent service for the transit rider.
 - (b) Build ridership by increasing access to the system, and improving transit speed and reliability.
2. Build effective partnerships, internally and externally, to achieve the *Sound Move* vision of an integrated, seamless regional system.
 - (a) Local communities
 - (b) Local jurisdictions
 - (c) Stakeholder groups (e.g., Citizens' Accessibility Advisory Committee)
 - (d) Transit agencies
 - (e) Washington State Department of Transportation
 - (f) Sounder commuter rail, Link light rail and Sound Transit's corporate departments
3. Ensure that internal systems are effectively enabling staff to achieve the above objectives.
 - (a) Project control
 - (b) Community outreach
 - (c) Sound Transit corporate departments

Bus Division

Action plans

1. Negotiate new service agreements with Sound Transit's transit partners that are fair and affordable within the SIP budget.
2. Execute purchase contracts for new buses needed for service expansion.

Capital Projects

Objective

The Capital Projects Division is managing 39 capital projects that are in various phases including preliminary engineering, final design, right-of-way acquisition and construction. The following is a summary of capital projects by phase. Refer to the 2004 Capital Projects Activity Schedule at the end of this section for information on specific projects.

Action plans

1. Preliminary Engineering/Environmental Review Phase - In 2004, 14 capital projects will be in the preliminary engineering and environmental review phase. The preliminary engineering phase will be completed for 10 of those projects during 2004.
2. Final Design Phase - Final design will be in progress for 19 capital projects during 2004, with final design for nine of those projects being completed during the year.
3. Right-of-Way Acquisition – Acquisitions will be under way for 20 capital projects during the year and will be completed for eight of those projects.
4. Construction Phase - 13 projects will be in construction in 2004, and construction for five of those projects will be completed.
5. Operations - Regional Express and its transit partners will begin operations at five additional Regional Express capital projects during 2004: Lynnwood Transit Center (311), the SR 900 Park-and-Ride Arterial Improvements (166), the Redondo Heights Park-and-Ride (350), the Ash Way HOV Access (105) and the Bellevue Rider Services Building (323). Operation of 10 facilities will continue at Ash Way Park-and-Ride lot (350), Tacoma Dome Station (350), South Hill Park-and-Ride lot (358), Pacific Avenue Overpass (370), Bellevue Transit Center (322), the Overlake Transit Center including the Overlake Rider Services Building (332), the Lynnwood SR-99 Transit Lanes, the I-90 @Sunset Interchange (165) and the DuPont Station (360).

Implementation Division

Action plans

1. Design, procure and construct signage and tactile wayfinding applications for Sounder commuter rail stations in Edmonds, Mukilteo, Lakewood, and South Tacoma stations.
2. Continue to implement the following Regional Market Development Program projects: Bellevue and Tacoma Central Business District projects, Ferry Travelers, Federal Annual Pass, State and Federal Outreach, Sea-Tac Airport and Jobs Access and Reverse Commute.
3. Complete full implementation of the construction document control system.

Regional Express Staff Operating Budget

	2002 ACTUALS	ADOPTED 2003 BUDGET	2003 ACTUALS	ADOPTED 2004 BUDGET
SALARIES AND BENEFITS				
Salaries	\$ 2,080,777	\$ 2,762,820	\$ 2,342,469	\$ 2,796,823
Benefits	911,303	1,166,651	1,064,869	1,283,827
<i>Subtotal</i>	2,992,081	3,929,471	3,407,338	4,080,650
SERVICES				
Consultant/Management	410,896	15,500	60,609	11,500
Legal	31,951	10,000	19,984	5,000
Accounting/Auditing	-	-	-	-
Maintenance	-	-	-	-
Hardware/Software Maint.	-	-	-	-
Printing/Binding	930	11,950	1,951	10,450
Advertising/Marketing	2,500	2,500	-	1,500
Interlocal Agreements	-	-	-	-
Other Services	84,681	76,915	37,590	64,365
<i>Subtotal</i>	530,957	116,865	120,134	92,815
MATERIALS AND SUPPLIES				
Office Supplies	5,312	12,000	5,259	12,000
Postage	-	3,200	155	3,200
Small Equipment/Furniture	2,948	3,000	1,767	3,100
Other Materials & Supplies	7,045	8,000	4,843	7,000
<i>Subtotal</i>	15,305	26,200	12,024	25,300
MISCELLANEOUS EXPENSES				
Dues & Memberships	1,259	2,119	1,084	2,119
Travel & Meetings	19,209	21,042	19,804	21,042
Books & Subscriptions	1,198	3,550	1,549	3,250
Training	16,855	24,111	9,922	24,333
Contingency	-	-	-	-
Other Misc. Expenses	5,289	1,125	79	1,200
<i>Subtotal</i>	43,810	51,947	32,437	51,944
LEASES AND RENTALS				
Admin. Facilities Rental	-	-	-	-
Leased Vehicles/Parking	-	-	-	-
Meeting Space	-	500	-	500
Leased Furniture & Eqpt.	-	-	-	-
<i>Subtotal</i>	-	500	-	500
OTHER EXPENSES				
Utilities	3,500	-	118	-
Insurance	-	-	-	-
Interest Expense	173	-	-	-
Depreciation	-	-	-	-
Taxes	-	-	-	-
<i>Subtotal</i>	3,673	-	118	-
TOTAL STAFF OPERATIONS	\$3,585,827	\$4,124,983	\$3,572,051	\$4,251,209

Regional Express Department Summary

Division	1997-2002	2003	2004	2005	2006	2007	2008	2009	Total
Capital Projects	148,394	76,124	103,741	231,966	231,966	38,130	37,015	23,020	810,580
Regional Bus	59,114	0	20,292	14,715	14,715	0	0	0	127,898
Regional Express Total	207,508	76,124	124,033	246,681	246,681	38,130	37,015	23,020	938,478

Adopted 2004 Capital Outlays by Subarea

Subarea	Regional Express						Total
	1997-2002	2003	2004	2005	2006	2007	
Snohomish County	60,157	28,172	18,632	32,331	0	0	0
South King County	15,191	10,252	9,011	53,129	5,962	2,230	5,518
East King County	88,617	37,204	95,326	86,831	198,761	35,900	31,497
Pierce County	43,542	497	1,065	13,626	9,627	0	0
Department Total	207,508	76,124	124,033	185,967	246,681	38,130	37,015
							23,020
							938,478

2004 Adopted Capital Outlays by Subarea

Regional Express								
Description	1997-2002	2003	2004	2005	2006	2007	2008	Total
Capital Projects								
Snohomish County	52,075	28,172	18,151	24,881	31,561	0	0	0
South King County	10,021	10,252	8,633	48,739	3,789	2,230	5,518	10,981
East King County	65,720	37,204	76,957	78,476	192,575	35,900	31,497	12,039
Pierce County	20,578	497	0	94	4,040	0	0	25,209
Capital Projects	148,394	76,124	103,741	152,190	231,966	38,130	37,015	23,020
Regional Bus								
Snohomish County	8,082	0	481	7,499	769	0	0	0
South King County	5,171	0	378	4,390	2,173	0	0	0
East King County	22,897	0	18,369	8,356	6,186	0	0	0
Pierce County	22,964	0	1,065	13,532	5,587	0	0	43,148
Regional Bus	59,114	0	20,292	33,777	14,715	0	0	0
Regional Express Total	207,508	76,124	124,033	185,967	246,681	38,130	37,015	23,020
								938,478

Adopted 2004 Budget by Project Regional Express

Project Number and Name	1997-2002	2003	2004	2005	2006	2007	2008	2009	Total
105 Ash Way HOV Access/164th SW	2,728	5,137	2,830	7,732	0	0	0	0	18,428
111 Lynnwood HOV Access/46th Ave W	7,647	11,646	7,517	4,347	0	0	0	0	31,157
125 Federal Way HOV Access/S 317th	3,599	1,414	3,829	23,776	0	0	0	0	32,618
131 Star Lake Freeway Station/S 272nd	2,192	806	224	1,063	1,811	2,230	5,518	10,981	24,826
135 I-405 @ Southcenter (Tukwila)	55	0	0	0	0	0	0	0	55
140 Totem Lake Freeway Station/NE 128th	6,529	2,419	7,508	17,395	64,318	0	0	0	98,170
141 Kirkland Transit Enhancements	297	496	3,003	4,317	5,888	0	0	0	14,000
145 Bellevue HOV Access	14,107	22,675	37,978	8,144	0	0	0	0	82,903
150 Renton HOV Access/N 8th	2,582	367	83	2,991	12,838	28,756	27,301	12,039	86,958
160 Eastgate Transit Access/142nd Ave SE	1,189	667	4,654	2,471	29,927	0	0	0	38,908
165 I-90 @ Sunset Interchange	9,185	0	0	0	0	0	0	0	9,185
166 SR-900 Park-and-Ride Arterial Improvements	19	7,098	0	929	1,281	0	0	0	9,327
171 Lynnwood Transit Center/46th Ave W	18,306	10,739	1,749	2,889	0	0	0	0	33,653
312 Mountlake Terrace Freeway Station/236th SW	174	206	1,783	158	1,485	0	0	0	3,806
314 So. Everett Transit Center (at Everett Mall)	31	0	0	0	0	0	0	0	31
316 N Everett Transit Ctr/Everett Community Colleg	46	58	1,310	872	0	0	0	0	2,287
319 South Everett Freeway Station/112th SE	2,291	365	2,961	5,897	14,561	0	0	0	26,075
321 Federal Way Transit Center/S 317th	3,263	7,241	3,819	23,876	0	0	0	0	38,199
322 Bellevue Transit Center/NE 6th	15,158	486	0	567	0	0	0	0	16,211
323 Bellevue Rider Services Building	0	22	2,035	3,756	0	0	0	0	5,813
324 Canyon Park Freeway Station/I-405	204	82	1,369	1,903	3,080	0	0	0	6,638
326 Issaquah Transit Center/SR-900	125	303	1,247	5,821	6,462	0	0	0	13,957
328 Totem Lake Transit Center/Evergreen Medical	395	129	467	250	12,002	0	0	0	13,243
330 Newcastle Transit Center	29	43	257	3,082	3,811	0	0	0	7,223
332 Overlake Transit Center/NE 40th	10,539	399	0	183	0	0	0	0	11,122
340 Ash Way Park-and-Ride	1,114	0	0	0	0	0	0	0	1,114
342 Swamp Creek HOV and Park-and-Ride	303	0	0	0	0	0	0	0	303
345 Lynnwood SR-99 Transit Lanes	2,545	0	0	0	0	0	0	0	2,546
346 East Everett Park-and-Ride	86	0	0	0	0	0	0	0	86
350 Redondo Heights Park-and-Ride/SR-99	901	791	761	23	0	0	0	0	2,476
352 Other Park-and-Ride Expansion	10	0	0	0	0	0	0	0	10
354 Mercer Island Transit Center/N Mercer Way	820	219	1,563	5,969	438	0	0	0	9,008
355 Issaquah Highlands Park-and-Ride/Highland Dr	0	4	2,651	2,657	0	0	0	0	5,312
356 Tacoma Dome Station	10,805	0	0	0	0	310	0	0	11,116
358 South Hill Park-and-Ride/94th Ave E	5,562	63	0	0	0	0	0	0	5,625
360 DuPont Station/Wilimington Dr	3,853	434	0	0	0	0	0	0	4,287

Adopted 2004 Budget by Project Regional Express

Project Number and Name	1997-2002	2003	2004	2005	2006	2007	2008	2009	Total
362 SR 512 Park-and-Ride Expansion	357	0	0	0	0	0	0	0	357
370 Pacific Ave Overpass	16,774	20	0	0	0	0	0	0	16,793
372 Bothell Branch Campus Access @ 195th/I-405	131	35	463	3,162	2,986	0	0	0	6,777
374 Willows Arterial	104	141	202	893	5,590	0	0	0	6,931
376 Woodinville Arterial HOV Enhancements	373	195	632	5,518	0	0	0	0	6,718
378 Small Cities Transit Access	5	4	2	48	4,343	0	0	0	4,402
380 Sammamish Park-and-Ride/228th SE	172	184	4,142	2,174	0	0	0	0	6,672
382 I-90 Two Way Transit and HOV Operations	3,556	771	8,561	5,763	72	168	0	0	18,889
384 SR-522 HOV Enhancements	202	465	138	482	2,236	6,976	4,196	0	14,696
395 Funds for Other Projects	31	0	0	0	0	0	0	0	31
999 REX Program Reserve	0	0	0	3,080	58,527	0	0	0	61,607
Regional Express	148,394	76,124	103,741	152,190	231,966	38,130	37,015	23,020	810,580

Department	Regional Express
Project	105 Ash Way HOV Access/164th SW

Description	
Scope:	This project will increase speed and reliability for buses by building transit-only direct access ramps at I-64th St. and I-5 in Snohomish County. This will connect the north end of the Ash Way Park-and-Ride Lot to the HOV lanes on I-5 to and from the south. Complementary carpool and vanpool access improvements were recently completed by the WSDOT at the adjacent I-5 @ 164th Interchange.
Changes since 2003:	No significant changes.
History:	In 2003 the project received budget transfer of \$1.5M from completed Pac Ave Overpass (370) and in 2002, project received \$1.3M from the completed Ash Way P&R Project (340) and \$1.8M from Funds for Other Projects in Snohomish County (395) to address a funding shortfall identified at 30% design.

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$2,728	\$5,137	\$2,830	\$7,732	\$0	\$0	\$0	\$0	\$18,428
Total	\$2,728	\$5,137	\$2,830	\$7,732	\$0	\$0	\$0	\$0	\$18,428

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$163	\$264	\$321	\$190	\$0	\$0	\$0	\$0	\$938
Pre-Engineering/Env Review	\$1,154	(\$12)	\$0	\$129	\$0	\$0	\$0	\$0	\$1,270
Final Design and Specification	\$1,412	\$131	\$0	\$91	\$0	\$0	\$0	\$0	\$1,634
Construction	\$0	\$4,755	\$2,509	\$5,472	\$0	\$0	\$0	\$0	\$12,735
Contingency	\$0	\$0	\$0	\$1,851	\$0	\$0	\$0	\$0	\$1,851
Total	\$2,728	\$5,137	\$2,830	\$7,732	\$0	\$0	\$0	\$0	\$18,428

Department	Regional Express
Project	
111	Lynnwood HOV Access/46th Ave W

Description		Summaries			
Scope:	This project will build a "T" ramp to provide direct access for buses and carpools between the Lynnwood Park-and-Ride Lot at 44th Avenue S.W. and the HOV lanes on I-5. The project will increase bus speed and reliability both southbound and northbound on I-5.	Baseline (in YOE\$000)	\$31,157		
Changes since 2003:	No budget changes. Final Design is complete, environmental is complete.	Current Budget (in YOE\$000)	\$31,157		
History:	In 2001, approximately \$6 million (in 1995\$) was transferred to the Lynnwood Transit Center/Park-and-Ride Project (no. 311).	Adopted Budget (in YOE\$000)	\$31,157		

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$7,647	\$11,646	\$7,517	\$4,347	\$0	\$0	\$0	\$0	\$31,157
Total	\$7,647	\$11,646	\$7,517	\$4,347	\$0	\$0	\$0	\$0	\$31,157

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$599	\$486	\$512	\$187	\$0	\$0	\$0	\$0	\$1,784
Pre-Engineering/Env Review	\$3,105	\$166	\$0	\$0	\$0	\$0	\$0	\$0	\$3,271
Final Design and Specification	\$1,107	\$579	\$0	\$58	\$0	\$0	\$0	\$0	\$1,744
ROW Acquisition and Permits	\$2,830	\$58	\$0	\$24	\$0	\$0	\$0	\$0	\$2,912
Construction	\$6	\$10,358	\$7,006	\$479	\$0	\$0	\$0	\$0	\$17,848
Contingency	\$0	\$0	\$3,598	\$0	\$0	\$0	\$0	\$0	\$3,598
Total	\$7,647	\$11,646	\$7,517	\$4,347	\$0	\$0	\$0	\$0	\$31,157

Department	Regional Express	Description
Project		
125	Federal Way HOV Access/S 317th	<p>Scope: Direct access ramp for bus and carpool access between HOV lanes on I-5 and S. 317th St. Will serve Federal Way Transit Center/317th (No. 321) in downtown Federal Way and allow buses and carpools to avoid congestion at S. 320th St./I-5 interchange; will increase HOV speed and schedule reliability. A FONSI was issued for project in March 2002, completing the NEPA environmental assessment process. In 2002, the board authorized ST to acquire ROW and to contract with WSDOT for final design documents. Construction will begin in 2004.</p> <p>Changes Since 2003: Funds from the South King County Program Reserve (\$4.3M) and Redondo Heights P&R (\$0.3M, No. 350) being transferred to this project to fund increased costs for ROW/permits and construction and to add project and construction contingencies.</p> <p>History: ST Board Motion No. M2000-77 approved the transfer of approximately \$4.2 million (in 1995\$) from this project to Federal Way Transit Center/S 317th (No. 321). ST Board Resolution R2002-06 increased the Adopted 2002 Budget by \$900,000.</p>

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
South King County	\$3,599	\$1,414	\$3,829	\$23,776	\$0	\$0	\$0	\$0	\$32,618
Total	\$3,599	\$1,414	\$3,829	\$23,776	\$0	\$0	\$0	\$0	\$32,618

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$315	\$10	\$167	\$1,158	\$0	\$0	\$0	\$0	\$1,650
Pre-Engineering/Env Review	\$2,125	\$240	\$0	\$0	\$0	\$0	\$0	\$0	\$2,365
Final Design and Specification	\$778	\$869	\$0	\$312	\$0	\$0	\$0	\$0	\$1,959
ROW and Construction	\$380	\$295	\$3,662	\$20,627	\$0	\$0	\$0	\$0	\$24,964
Contingency	\$0	\$0	\$0	\$1,679	\$0	\$0	\$0	\$0	\$1,679
Total	\$3,599	\$1,414	\$3,829	\$23,776	\$0	\$0	\$0	\$0	\$32,618

Department	Regional Express
Project	Description
131	Star Lake Freeway Station/S 272nd

Summaries						
Baseline (in YOE\$000)	\$0					
Current Budget (in YOE\$000)	\$24,826					
Adopted Budget (in YOE\$000)	\$24,826					

Scope: This project will build an in-line transit station located in the I-5 median north of S. 272nd St. in Kent to provide convenient customer access to I-5 service without requiring buses to exit the freeway, improving bus speed and reliability. I-5 Interchange Feasibility Study will evaluate two concepts identified in February 2003 design charrette as the best alternatives to improve transit access and traffic flow to and from the Star Lake area. I-5 @ 272nd In-line station is a component of the larger interchange improvement concepts. I-5/272nd interchange project is included in RTID package for Fall 2004 vote. Without additional funding the complete interchange project cannot proceed.

Changes since 2003: 272nd Interchange Feasibility Study will focus on two concepts. WSDOT leading feasibility study, funding for study will include contributions from Cities of Kent and Federal Way.

History: Budget amount reflects transfer of approximately \$8 million (in 1995\$) to the Federal Way TCRP&R (No. 321), to be consistent with current cost estimates and the budget strategy discussed with the board. In 2002 development of in-line station was on-hold pending decisions on project scope. 2003 design charrette identified 272nd interchange improvements recommended for further study.

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
South King County	\$2,192	\$806	\$224	\$1,063	\$1,811	\$2,230	\$5,518	\$10,981	\$24,826
Total	\$2,192	\$806	\$224	\$1,063	\$1,811	\$2,230	\$5,518	\$10,981	\$24,826

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$222	(\$16)	\$85	\$70	\$126	\$147	\$364	\$728	\$1,726
Pre-Engineering/Env Review	\$1,271	\$105	\$89	\$907	\$1,100	\$0	\$0	\$0	\$3,472
Final Design and Specification	\$259	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$259
ROW Acquisition and Permits	\$0	\$0	\$50	\$0	\$75	\$75	\$0	\$0	\$200
Construction	\$440	\$717	\$0	\$0	\$0	\$0	\$0	\$0	\$1,157
Contingency	\$0	\$0	\$86	\$510	\$2,008	\$5,154	\$10,253	\$18,011	
Total	\$2,192	\$806	\$224	\$1,063	\$1,811	\$2,230	\$5,518	\$10,981	\$24,826

Department	Regional Express	Description
		Scope: Project discontinued. Changes since 2003: No significant changes.
Project	Summaries	
		Baseline (in YOE\$000)
		\$0
		Current Budget (in YOE\$000)
		\$55
		Adopted Budget (in YOE\$000)
		\$55

History: The I-405 at Southcenter project was cancelled and the project budget decreased by \$25.26 million (YOE) in the 2002 budget. An analysis completed by WSDOT concluded that the proposed flyer stop would compromise the existing freeway-to-freeway HOV connections at the I-5 and I-405 interchange. Funds in amount of \$25.26M were transferred to Link light rail in the 2002 budget, for use in South King County. \$106K transferred to Program Reserve for South King County in 2003 budget.

Capital Costs						
Sub Area	1997-02	2003	2004	2005	2006	2007
South King County	\$55	\$0	\$0	\$0	\$0	\$0
Total	\$55	\$0	\$0	\$0	\$0	\$0

Capital Cost Elements						
Cost Element	1997-02	2003	2004	2005	2006	2007
Agency Administration	\$8	\$0	\$0	\$0	\$0	\$0
Pre-Engineering/Env Review	\$46	\$0	\$0	\$0	\$0	\$0
Total	\$55	\$0	\$0	\$0	\$0	\$0

Department	Regional Express	Description
Project		
140 Totem Lake Freeway Station/NE 128th		

Scope: Project now includes one direct access ramp, a freeway overcrossing and an in-line transit stop in the Totem Lake area of Kirkland. In the Central Kirkland area, it was determined that a direct access ramp would provide limited benefits to riders at significant cost.
Changes since 2003: Proposed 2004 budget includes a transfer of \$6M from the Kirkland Transit Enhancements project (141).
History: The Sound Move plan, which included up to two direct access ramps, was changed via Resolution No. R2001-07 (6/14/2001) to substitute transit enhancement improvements for a second direct access ramp in Kirkland. Resolution reallocated \$20M (YOE) to the Kirkland Transit Enhancements project (no. 141).

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$6,529	\$2,419	\$7,508	\$17,395	\$64,318	\$0	\$0	\$0	\$98,170
Total	\$6,529	\$2,419	\$7,508	\$17,395	\$64,318	\$0	\$0	\$0	\$98,170

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$659	(\$2)	\$373	\$865	\$3,354	\$0	\$0	\$0	\$5,250
Pre-Engineering/Env Review	\$5,778	\$464	\$0	\$0	\$8	\$0	\$0	\$0	\$6,250
Final Design and Specification	\$54	\$1,739	\$4,002	\$0	\$0	\$0	\$0	\$0	\$5,796
ROW and Construction	\$37	\$218	\$2,683	\$8,249	\$42,813	\$0	\$0	\$0	\$54,000
Contingency	\$0	\$0	\$450	\$8,281	\$18,142	\$0	\$0	\$0	\$26,874
Total	\$6,529	\$2,419	\$7,508	\$17,395	\$64,318	\$0	\$0	\$0	\$98,170

Department	Regional Express	Description
Project		<p>Scope: The project includes transit queue bypass lanes, transit signal priority, improved bus stops and transit shelters in Kirkland.</p> <p>Changes since 2003: The 2004 Budget proposes to eliminate the business access/transit lanes on NE 85th St., substitute two intersection improvements and transfer \$6M from this project to the Totem Lake Freeway Station project (140).</p> <p>History: This project was created through a change to Sound Move which identified a substitute project in the Central Kirkland area to provide similar benefits in terms of transit speed, reliability and access. The ST Board approved a resolution (R2001-07, 6/14/2001) to revise Sound Move to substitute transit enhancement improvements along ST Express Route 540 for a second direct access ramp in Kirkland and to reallocate funds (\$20M) to this project from the Kirkland I-405 HOV Access Improvement Project (140, now known as the Totem Lake Freeway Station).</p>

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$297	\$496	\$3,003	\$4,317	\$5,888	\$0	\$0	\$0	\$14,000
Total	\$297	\$496	\$3,003	\$4,317	\$5,888	\$0	\$0	\$0	\$14,000

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$33	\$45	\$150	\$220	\$268	\$0	\$0	\$0	\$716
Pre-Engineering/Env Review	\$118	\$311	\$177	\$2	\$307	\$0	\$0	\$0	\$914
Final Design and Specification	\$116	\$108	\$192	\$1	\$561	\$0	\$0	\$0	\$978
ROW and Construction	\$31	\$32	\$2,484	\$3,841	\$4,068	\$0	\$0	\$0	\$10,456
Contingency	\$0	\$0	\$0	\$253	\$683	\$0	\$0	\$0	\$936
Total	\$297	\$496	\$3,003	\$4,317	\$5,888	\$0	\$0	\$0	\$14,000

Department	Regional Express
Project	Description
145	Bellevue HOV Access

Summaries		
Baseline (in YOE\$000)	\$82,903	
Current Budget (in YOE\$000)	\$82,903	
Adopted Budget (in YOE\$000)	\$82,903	

Scope: This project will modify three existing interchanges on I-405 in Bellevue (SE 8th St, NE 4th St and NE 8th St) as well as create a new HOV direct access near the Bellevue Transit Center on NE 6th St. Construction on the third/final phase of the project will begin by the 2nd quarter of 2003 and will extend to the 1st quarter of 2005. Partner agencies will monitor the project's progress through the Project Executive Committee.
Changes since 2003: The 2004 Budget proposes a budget reduction of \$25M. The 2002 Budget reflected an additional \$18M (\$YOE), allocated from unanticipated East King County revenues. The 2004 Budget proposes to return the \$18M of unanticipated East King County revenues. An additional \$7M will be placed in Program Reserve.

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$14,107	\$22,675	\$37,978	\$8,144	\$0	\$0	\$0	\$0	\$82,903
Total	\$14,107	\$22,675	\$37,978	\$8,144	\$0	\$0	\$0	\$0	\$82,903

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$845	\$1,410	\$1,940	\$174	\$0	\$0	\$0	\$0	\$4,369
Pre-Engineering/Env Review	\$1,498	(\$38)	\$0	\$0	\$0	\$0	\$0	\$0	\$1,410
Final Design and Specification	\$4,006	\$33	\$0	\$137	\$0	\$0	\$0	\$0	\$4,176
ROW and Construction	\$7,757	\$21,321	\$36,038	\$7,832	\$0	\$0	\$0	\$0	\$72,948
Total	\$14,107	\$22,675	\$37,978	\$8,144	\$0	\$0	\$0	\$0	\$82,903

Department	Regional Express	Description
Project		Summaries
150	Renton HOV Access/N 8th	<p>Scope: Construct an HOV interchange on I-405 at North 8th Street in north Renton and evaluate feasibility of HOV improvements in south Renton. Work with WSDOT to include HOV direct-access to/from North 8th Street at I-405, and a "T" interchange to the center lanes of North 8th Street. This project will be designed and constructed as part of this I-405 construction project.</p> <p>Changes since 2003: The 2004 project budget has been held at the 2003 level. Moved the majority of Pre-Engineering/Environmental Review, Final Design and Specification, ROW Acquisition and Permits, and Construction into the Contingency Cost Element/Phase.</p> <p>History: Two projects, I-405 @ Park Ave (formerly No. 150) and I-405 @ Talbot Road (Renton) (formerly No. 155) were combined to become the Renton HOV Improvements project (ref. Board Resolution R2001-09).</p>

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$2,582	\$367	\$83	\$2,991	\$12,838	\$28,756	\$27,301	\$12,039	\$86,958
Total	\$2,582	\$367	\$83	\$2,991	\$12,838	\$28,756	\$27,301	\$12,039	\$86,958

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$242	\$84	\$4	\$142	\$612	\$1,369	\$1,299	\$718	\$4,470
Pre-Engineering/Env Review	\$2,337	\$283	\$79	\$2,848	\$947	\$0	\$0	\$0	\$6,494
Final Design and Specification	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3
Contingency	\$0	\$0	\$0	\$11,280	\$27,388	\$26,002	\$11,322	\$75,991	
Total	\$2,582	\$367	\$83	\$2,991	\$12,838	\$28,756	\$27,301	\$12,039	\$86,958

Department	Regional Express
Project	Eastgate Transit Access/142nd Ave SE

Description		Summaries					
Scope: This project proposes to construct a transit only ramp from the median HOV lanes of I-90 to the existing 2 lane overpass at 142nd Place SE to allow more direct transit access to King County Metro's enlarged Eastgate Park-and-Ride.			Baseline (in YOE\$000)	\$0			
Changes since 2003: No significant changes.			Current Budget (in YOE\$000)	\$38,908			
			Adopted Budget (in YOE\$000)	\$38,908			

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$1,189	\$667	\$4,654	\$2,471	\$29,927	\$0	\$0	\$0	\$38,908
Total	\$1,189	\$667	\$4,654	\$2,471	\$29,927	\$0	\$0	\$0	\$38,908

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$119	\$53	\$291	\$152	\$1,810	\$0	\$0	\$0	\$2,425
Pre-Engineering/Env Review	\$1,070	\$614	\$835	\$269	\$0	\$0	\$0	\$0	\$2,787
Final Design and Specification	\$0	\$0	\$3,341	\$979	\$0	\$0	\$0	\$0	\$4,320
ROW Acquisition and Permits	\$0	\$0	\$188	\$188	\$0	\$0	\$0	\$0	\$375
Construction	\$0	\$0	\$0	\$880	\$24,628	\$0	\$0	\$0	\$25,508
Contingency	\$0	\$0	\$0	\$3	\$3,489	\$0	\$0	\$0	\$3,492
Total	\$1,189	\$667	\$4,654	\$2,471	\$29,927	\$0	\$0	\$0	\$38,908

Department	Regional Express	Description
Project		Summaries
165	I-90 @ Sunset Interchange	
		Baseline (in YOE\$000) \$9,198
		Current Budget (in YOE\$000) \$9,185
		Adopted Budget (in YOE\$000) \$9,185

Scope: Sound Transit agreed to pay \$9M to the Washington State Department of Transportation for HOV elements included in a new interchange on I-90 in the Issaquah area.

Changes since 2003: Project savings in the amount of \$13k transferred to Program Reserve for East King County.

History: The board approved Resolution 99-6 in 1999 which reduced the original project budget of \$16M to \$9M (\$YOE). The balance was used to create a new project (No. 166) on State Route 900 near the Issaquah Park-and-Ride. The construction is being performed by WSDOT and will be completed at the end of the 3rd quarter of 2003

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$9,185	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,185
Total	\$9,185	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,185

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$176	(\$45)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pre-Engineering/Env Review	\$8	\$45	\$0	\$0	\$0	\$0	\$0	\$0	\$53
Construction	\$9,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,000
Total	\$9,185	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,185

Department	Regional Express
Project	
166	SR-900 Park-and-Ride Arterial Improvements

Description

Scope: This project will build additional lanes on SR-900 in Issaquah to improve transit and HOV access between I-90 and the Issaquah Park-and-Ride lot at Newport Way. Southbound on SR-900, the proposed improvements will function as transit only. Northbound, both carpools and transit can be accommodated.

Changes since 2003: Budget decreased by transfer of \$1.052M to Issaquah Highlands Park & Ride/Highland Dr Project (No. 355). \$1M in additional ST funding contribution to KCM for project and \$52k for Agency administration.

History: The Board created this project via Resolution No. R99-6 by transferring \$9.6M (YOE) from the I-90 @ Sunset Interchange Project (No. 165). Sound Transit Board approved an agreement with WSDOT in April of 2001 to convey \$7M to WSDOT for the SR 900 HOV improvements to I-90 to the Issaquah Park-and-Ride.

Summaries	
Baseline (in YOE\$000)	\$9,327
Current Budget (in YOE\$000)	\$9,327
Adopted Budget (in YOE\$000)	\$9,327

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$19	\$7,098	\$0	\$929	\$1,281	\$0	\$0	\$0	\$9,327
Total	\$19	\$7,098	\$0	\$929	\$1,281	\$0	\$0	\$0	\$9,327

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$11	\$97	\$0	\$70	\$306	\$0	\$0	\$0	\$483
Pre-Engineering/Env Review	\$8	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$9
Construction	\$0	\$7,000	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000
Contingency	\$0	\$0	\$0	\$860	\$975	\$0	\$0	\$0	\$1,835
Total	\$19	\$7,098	\$0	\$929	\$1,281	\$0	\$0	\$0	\$9,327

Department	Regional Express	Description
Project		Summaries
311	Lynnwood Transit Center/46th Ave W	
		Baseline (in YOE\$000)
		\$33,684
		Current Budget (in YOE\$000)
		\$33,683
		Adopted Budget (in YOE\$000)
		\$33,683

Scope: Build an expanded transit center to serve ST Express, Community Transit, and Metro buses in Lynnwood. The preferred alternative includes acquisition of land adjacent to the existing park-and-ride lot to allow space for the new transit center and expanded parking. This project is being coordinated with City of Lynnwood, WSDOT, and Community Transit.

Changes since 2003: No significant changes.

History: Budget increased by \$500k to include contribution from CT for a Ride Store which was approved by Board in 2002 (ref. M2002-59). In 2001 budget, this project was combined with Lynnwood Transit Center (No. 310) and Lynnwood Park-and-Ride Enhancements (No. 348). Approximately \$6M (in 1995\$) was transferred from Lynnwood HOV Access/46th Ave W (No. 111) and \$2.6M (in 1995\$) from Lynnwood Transit Center/Park-and-Ride Connector (No. 344).

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$18,306	\$10,739	\$1,749	\$2,889	\$0	\$0	\$0	\$0	\$33,683
Total	\$18,306	\$10,739	\$1,749	\$2,889	\$0	\$0	\$0	\$0	\$33,683

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$982	\$325	\$293	\$359	\$0	\$0	\$0	\$0	\$1,960
Pre-Engineering/Env Review	\$1,606	\$106	\$0	\$0	\$0	\$0	\$0	\$0	\$1,713
Final Design and Specification	\$2,146	\$288	\$0	\$0	\$0	\$0	\$0	\$0	\$2,434
ROW Acquisition and Permits	\$11,419	\$84	\$0	\$80	\$0	\$0	\$0	\$0	\$11,583
Construction	\$2,152	\$9,936	\$1,456	\$0	\$0	\$0	\$0	\$0	\$13,544
Contingency	\$0	\$0	\$0	\$2,450	\$0	\$0	\$0	\$0	\$2,450
Total	\$18,306	\$10,739	\$1,749	\$2,889	\$0	\$0	\$0	\$0	\$33,683

Department	Regional Express
Project	Mountlake Terrace Freeway Station/236th SW

Description		Summaries					
Scope:	Freeway station in the I-5 median at 236th Street SW and a pedestrian overpass to the Mountlake Terrace Park-and-Ride Lot. Project would improve transit speed and reliability, while maintaining convenient customer access.	Baseline (in YOE\$000)	\$0	Current Budget (in YOE\$000)	\$3,806	Adopted Budget (in YOE\$000)	\$3,806
Changes since 2003:	Resolved independent utility issues associated with nearby Community Transit Mountlake Terrace Park-and-Ride expansion project and initiated Preliminary Engineering/Environmental Documentation (PE/ED).						
History:	A project definition study conducted in 2001 estimated construction costs for the project in the range of \$11-15 million, which significantly exceeds the budget available for this project. PE/ED efforts are under way to evaluate concepts for completing environmental and cost analysis. At conclusion of the PE/ED phase, will request Board authorization to complete final design and construction or delay project to Phase II.						

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$174	\$206	\$1,783	\$158	\$1,485	\$0	\$0	\$0	\$3,806
Total	\$174	\$206	\$1,783	\$158	\$1,485	\$0	\$0	\$0	\$3,806

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$15	\$15	\$90	\$8	\$91	\$0	\$0	\$0	\$220
Pre-Engineering/Env Review	\$158	\$190	\$1,586	\$150	\$643	\$0	\$0	\$0	\$2,726
Final Design and Specification	\$1	\$0	\$4	\$0	\$0	\$0	\$0	\$0	\$5
ROW Acquisition and Permits	\$0	\$0	\$103	\$0	\$47	\$0	\$0	\$0	\$150
Contingency	\$0	\$0	\$0	\$0	\$705	\$0	\$0	\$0	\$705
Total	\$174	\$206	\$1,783	\$158	\$1,485	\$0	\$0	\$0	\$3,806

Department	Regional Express
Project	So. Everett Transit Center (at Everett Mall)

Description	
Scope:	The project included a new transit center at the Everett Mall for transfers between Sound Transit, Everett Transit and Community Transit service, a pedestrian link to Mall and pedestrian/bike links to Interurban Trail.
Changes since 2003:	Remaining budget of \$69k is transferred to Snohomish Program Reserv.
History:	The existing transit layover/stop at the mall was improved for Everett Transit, Community Transit and Sound Transit buses for September 1999 service start-up from this location. The 2002 budget was increased by \$1.6M to accept a grant from the City of Everett. The project was discontinued in the 2003 budget because ST Express bus services were restructured and did not serve the proposed site. Unspent budget was transferred to the North Everett Transit Center Project (316) in the 2003 budget.

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$31	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31
Total	\$31	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$10	(\$4)	\$0	\$0	\$0	\$0	\$0	\$0	\$6
Pre-Engineering/Env Review	\$15	\$4	\$0	\$0	\$0	\$0	\$0	\$0	\$19
Final Design and Specification	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4
ROW Acquisition and Permits	\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2
Total	\$31	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31

Department	Regional Express
Project	316 N Everett Transit Ctr/Everett Community College

Description

Scope: Project will build at Everett Community College campus. The project will provide a layover and transfer location for Everett Transit and Community Transit thereby improving feeder service for regional connections to Regional Express Bus and Sounder Commuter Rail service in downtown Everett.

Changes since 2003: In December 2003, the board capped ST's participation in this project at up to an additional \$1.5M. \$3.0 million are transferred to Snohomish program reserves. Upon completion of an inter-local agreement the remaining surplus project budget will be transferred to Snohomish County program reserves. Adopted Budget included a \$3.6M (YOE\$) transfer from the South Everett Transit Center (at Everett Mall) project (no. 314). Budget also included an increase to accept a funding contribution of \$554K from the City of Everett for design effort.

History: Prior to the direction from the ST Board capping the agency's participation in this project at up to \$1.5M, the adopted budget included a \$3.6M (YOE\$) transfer from the South Everett Transit Center (at Everett Mall) project (no. 314). Budget also included an increase to accept a funding contribution of \$354K from the City of Everett for design effort.

Summaries

	Baseline (in YOE\$000)	\$0
	Current Budget (in YOE\$000)	\$2,287
	Adopted Budget (in YOE\$000)	\$2,287

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$46	\$58	\$1,310	\$872	\$0	\$0	\$0	\$0	\$2,287
Total	\$46	\$58	\$1,310	\$872	\$0	\$0	\$0	\$0	\$2,287

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$4	\$7	\$62	\$45	\$0	\$0	\$0	\$0	\$118
Pre-Engineering/Env Review	\$40	\$26	\$0	\$89	\$0	\$0	\$0	\$0	\$156
Final Design and Specification	\$1	\$0	\$348	\$4	\$0	\$0	\$0	\$0	\$353
ROW Acquisition and Permits	\$0	\$24	\$901	\$100	\$0	\$0	\$0	\$0	\$1,026
Construction	\$0	\$0	\$0	\$364	\$0	\$0	\$0	\$0	\$364
Contingency	\$0	\$0	\$0	\$270	\$0	\$0	\$0	\$0	\$270
Total	\$46	\$58	\$1,310	\$872	\$0	\$0	\$0	\$0	\$2,287

Department	Regional Express
Project	319 South Everett Freeway Station/112th SE

Description		Summaries				
Scope:	Project will provide a 400 stall park-and-ride lot, bus flyer stops and HOV access between I-5 at 112th St. S.E. in South Everett, near Silver Lake.	Baseline (in YOE\$000)	\$0			
Discussions are underway with the City of Everett to determine a cost-sharing agreement to widen 112th Street S.E. bridges over I-5. Widening was not included in original project scope or current budget and is necessary for access to the project.		Current Budget (in YOE\$000)	\$26,075			
Changes since 2003:	No significant changes.	Adopted Budget (in YOE\$000)	\$26,075			

History: This project consists of two Sound Move projects that were combined in the 2001 budget: the I-5 @ 112th St. project (No. 115) and the 112th St Park-and-Ride/Flyer Stop (Silver Lake) Project (No. 318).

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$2,291	\$365	\$2,961	\$5,897	\$14,561	\$0	\$0	\$0	\$26,075
Total	\$2,291	\$365	\$2,961	\$5,897	\$14,561	\$0	\$0	\$0	\$26,075

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$159	\$45	\$216	\$425	\$1,130	\$0	\$0	\$0	\$1,975
Pre-Engineering/Env Review	\$2,082	\$317	\$175	\$75	\$0	\$0	\$0	\$0	\$2,649
Final Design and Specification	\$16	\$4	\$2,188	\$28	\$0	\$0	\$0	\$0	\$2,236
ROW Acquisition and Permits	\$0	\$0	\$382	\$68	\$0	\$0	\$0	\$0	\$450
Construction	\$34	\$0	\$0	\$5,116	\$11,332	\$0	\$0	\$0	\$16,481
Contingency	\$0	\$0	\$0	\$185	\$2,099	\$0	\$0	\$0	\$2,284
Total	\$2,291	\$365	\$2,961	\$5,897	\$14,561	\$0	\$0	\$0	\$26,075

Department	Regional Express	Description
Project		
321	Federal Way Transit Center/S 317th	<p>Scope: A new transit center including a parking structure in the Federal Way City Center core, located at the SW corner of 316th and 23rd, linking I-5 direct access HOV lanes with HOV ramps at 317th (the I-5 @ 317th Project, No. 125) Final design and property acquisition complete in 2003. Pending appeal process for City of Federal Way Master Land Use Application, construction advertisement scheduled for 4th Qtr 2003 with construction complete 4th Qtr 2005.</p> <p>Changes Since 2003: Project scheduled for construction advertisement 4th Qtr 2003. No significant budget changes.</p> <p>History: In 2002, the board authorized acquisition of the right-of-way necessary for this project. ST Board approved (M2000-77) the transfer of \$4.2M (in 1995\$) to this project from Federal Way HOV Access/S 317th (No. 125). A FONSI for the project was issued in 2002, completing the NEPA Environmental Assessment process.</p>

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
South King County	\$3,263	\$7,241	\$3,819	\$23,876	\$0	\$0	\$0	\$0	\$38,199
Total	\$3,263	\$7,241	\$3,819	\$23,876	\$0	\$0	\$0	\$0	\$38,199

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$238	\$384	\$489	\$1,363	\$0	\$0	\$0	\$0	\$2,474
Pre-Engineering/Env Review	\$1,433	\$87	\$0	\$130	\$0	\$0	\$0	\$0	\$1,650
Final Design and Specification	\$475	\$738	\$0	\$642	\$0	\$0	\$0	\$0	\$1,855
ROW and Construction	\$1,117	\$6,032	\$3,330	\$19,540	\$0	\$0	\$0	\$0	\$30,020
Contingency	\$0	\$0	\$0	\$2,200	\$0	\$0	\$0	\$0	\$2,200
Total	\$3,263	\$7,241	\$3,819	\$23,876	\$0	\$0	\$0	\$0	\$38,199

Department	Regional Express	Description
322	Bellevue Transit Center/NE 6th	<p>Scope: Expansion of the existing Transit Center (on N.E. 6th between 108th Avenue N.E. and 110th Avenue N.E.) is complete. The project also included other bus stops and bus layovers in downtown Bellevue to support Sound Transit and King County Metro (KCM) services.</p> <p>Changes since 2003: Project budget separated Stages 1 and 2 budget from (Project No. 322) and Stage 3, Bellevue Rider Services Building budget (Project No. 323).</p> <p>History: In addition to Sound Transit funding, the City of Bellevue, FTA and King County Metro are each contributing funding to the project. The 2003 budget increased by \$300K to accept a grant from the City of Bellevue for a bike station and wayfinding.</p>

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$15,158	\$486	\$0	\$567	\$0	\$0	\$0	\$0	\$16,211
Total	\$15,158	\$486	\$0	\$567	\$0	\$0	\$0	\$0	\$16,211

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$1,031	(\$96)	\$0	\$10	\$0	\$0	\$0	\$0	\$0
Pre-Engineering/Env Review	\$575	\$150	\$0	\$79	\$0	\$0	\$0	\$0	\$804
Final Design and Specification	\$1,805	\$112	\$0	\$0	\$0	\$0	\$0	\$0	\$1,917
ROW and Construction	\$11,747	\$320	\$0	\$478	\$0	\$0	\$0	\$0	\$12,545
Total	\$15,158	\$486	\$0	\$567	\$0	\$0	\$0	\$0	\$16,211

Department	Regional Express
Project	323 Bellevue Rider Services Building

Scope: This project is for the Bellevue Rider Services Building, which will contain rider information, a bike station, a Bellevue Police outpost, and public restrooms. It is scheduled for construction in 2004.

Changes since 2003: The overall budget for the Bellevue Transit Center (322) project is being separated into two separate projects: The Bellevue Transit Center (322) consisting of Stages 1 and 2 and the Bellevue Rider Services Building (323) consisting of Stage 3.

History: The overall 2003 project budget for project 322 (including project 323) increased by \$300k to accept a grant from the City of Bellevue for a bike station and wayfinding.

Summaries	
Baseline (in YOE\$000)	\$0
Current Budget (in YOE\$000)	\$5,813
Adopted Budget (in YOE\$000)	\$5,813

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$0	\$22	\$2,035	\$3,756	\$0	\$0	\$0	\$0	\$5,813
Total		\$0	\$22	\$2,035	\$3,756	\$0	\$0	\$0	\$5,813

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$0	\$22	\$101	\$165	\$0	\$0	\$0	\$0	\$288
Final Design and Specification	\$0	\$0	\$650	\$0	\$0	\$0	\$0	\$0	\$650
ROW Acquisition and Permits	\$0	\$0	\$88	\$1,876	\$0	\$0	\$0	\$0	\$1,964
Construction	\$0	\$0	\$1,196	\$879	\$0	\$0	\$0	\$0	\$2,075
Contingency	\$0	\$0	\$0	\$836	\$0	\$0	\$0	\$0	\$836
Total	\$0	\$22	\$2,035	\$3,756	\$0	\$0	\$0	\$0	\$5,813

Department	Regional Express	Description
Project	324 Canyon Park Freeway Station/I-405	<p>Scope: This project will design and build a new transit flyer stop on the southbound ramp to I-405 at the SR 527/I-405 interchange in the Bothell/Canyon Park area to improve transit access speed and reliability. A new pedestrian bridge will connect the proposed flyer stop on the I-405 southbound on-ramp to the existing Canyon Park Park-and-Ride.</p> <p>Changes since 2003: No significant changes.</p>

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$204	\$82	\$1,369	\$1,903	\$3,080	\$0	\$0	\$0	\$6,638
Total	\$204	\$82	\$1,369	\$1,903	\$3,080	\$0	\$0	\$0	\$6,638

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$22	\$7	\$86	\$111	\$257	\$0	\$0	\$0	\$483
Pre-Engineering/Env Review	\$177	\$74	\$580	\$249	\$0	\$0	\$0	\$0	\$1,080
Final Design and Specification	\$1	\$1	\$655	\$91	\$0	\$0	\$0	\$0	\$748
ROW Acquisition and Permits	\$0	\$0	\$49	\$57	\$0	\$0	\$0	\$0	\$106
Construction	\$3	\$0	\$0	\$993	\$2,740	\$0	\$0	\$0	\$3,736
Contingency	\$0	\$0	\$403	\$83	\$0	\$0	\$0	\$0	\$485
Total	\$204	\$82	\$1,369	\$1,903	\$3,080	\$0	\$0	\$0	\$6,638

Department	Regional Express
Project	326 Issaquah Transit Center/SR-900

Summaries

	Baseline (in YOE\$000)	\$0
	Current Budget (in YOE\$000)	\$13,957
	Adopted Budget (in YOE\$000)	\$13,957

Scope: This project provides a new Issaquah Transit Center at the existing park-and-ride lot for Sound Transit and King County Metro services. The facility will include bus loading areas to accommodate efficient transfers between regional and local routes, shelters and improved weather protection for riders, rider amenities, bus layover space, and reconfiguration of the existing fully used park-and-ride.

Changes since 2003: Total project budget unchanged - phase level budgets were revised to more accurately reflect project work assumptions.

History: Sound Move identified scope of this project for a new transit center in Issaquah. This scope did not include a new or expanded park-and-ride facility.

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$125	\$303	\$1,247	\$5,821	\$6,462	\$0	\$0	\$0	\$13,957
Total	\$125	\$303	\$1,247	\$5,821	\$6,462	\$0	\$0	\$0	\$13,957

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$29	\$36	\$68	\$317	\$383	\$0	\$0	\$0	\$833
Pre-Engineering/Env Review	\$85	\$255	\$503	\$0	\$0	\$0	\$0	\$0	\$843
Final Design and Specification	\$10	\$7	\$601	\$589	\$0	\$0	\$0	\$0	\$1,207
ROW Acquisition and Permits	\$0	\$5	\$74	\$2,021	\$0	\$0	\$0	\$0	\$2,100
Construction	\$0	\$0	\$0	\$2,860	\$5,212	\$0	\$0	\$0	\$8,072
Contingency	\$0	\$0	\$0	\$34	\$867	\$0	\$0	\$0	\$902
Total	\$125	\$303	\$1,247	\$5,821	\$6,462	\$0	\$0	\$0	\$13,957

Department	Regional Express	Description
Project		
328	Totem Lake Transit Center/Evergreen Medical Center	<p>Scope: This project provides a new transit center in the Totem Lake area of Kirkland near major employers (Evergreen Healthcare and Totem Lake Mall). Currently, Sound Transit, King County Metro (KCM), and Evergreen Healthcare are working to incorporate the transit center on the ground floor of a medical office building on the Evergreen campus. The six-bay transit center will include sheltered passenger waiting areas, amenities, and bus layovers. If an agreement can be reached to meet Sound Transit and Evergreen interests, the transit center would be designed and constructed as part of the hospital complex. Only KCM buses will operate at this transit center.</p> <p>Changes since 2003: 2004 project budget remains the same as 2003. Combines Cost Elements/Phase levels 30 to 90 budgets to more accurately reflect project delivery assumptions. Assumes Evergreen Healthcare will design and construct project to meet Sound Transit/KCM needs.</p> <p>History: 2003 Budget renamed project to Totem Lake Transit Center formerly Kirkland Transit Center in 2002 Budget.</p>

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$395	\$129	\$467	\$250	\$12,002	\$0	\$0	\$0	\$13,243
Total	\$395	\$129	\$467	\$250	\$12,002	\$0	\$0	\$0	\$13,243

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$58	(\$5)	\$302	\$250	\$118	\$0	\$0	\$0	\$723
Pre-Engineering/Env Review	\$313	\$133	\$165	\$0	\$67	\$0	\$0	\$0	\$678
Final Design and Specification	\$17	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$18
ROW and Construction	\$6	\$0	\$0	\$0	\$15	\$0	\$0	\$0	\$21
Contingency	\$0	\$0	\$0	\$0	\$11,802	\$0	\$0	\$0	\$11,802
Total	\$395	\$129	\$467	\$250	\$12,002	\$0	\$0	\$0	\$13,243

Department	Regional Express	Description												
Project		Summaries												
330	Newcastle Transit Center													
		<table border="1"> <thead> <tr> <th></th> <th>Baseline (in YOE\$000)</th> <th>\$0</th> </tr> </thead> <tbody> <tr> <td>Changes since 2003:</td> <td>\$7,223</td> <td></td> </tr> <tr> <td>No significant changes.</td> <td></td> <td></td> </tr> </tbody> </table>		Baseline (in YOE\$000)	\$0	Changes since 2003:	\$7,223		No significant changes.					
	Baseline (in YOE\$000)	\$0												
Changes since 2003:	\$7,223													
No significant changes.														
		<table border="1"> <thead> <tr> <th></th> <th>Current Budget (in YOE\$000)</th> <th>\$7,223</th> </tr> </thead> <tbody> <tr> <td>History:</td> <td></td> <td></td> </tr> <tr> <td>Previous budgets have listed a park-and-ride facility as an option in the City of Newcastle. As part of the PE/ED phase initiated in 2003, the City of Newcastle requested that ST delete parking as an element of the transit center project.</td> <td></td> <td></td> </tr> <tr> <td>Adopted Budget (in YOE\$000)</td> <td>\$7,223</td> <td></td> </tr> </tbody> </table>		Current Budget (in YOE\$000)	\$7,223	History:			Previous budgets have listed a park-and-ride facility as an option in the City of Newcastle. As part of the PE/ED phase initiated in 2003, the City of Newcastle requested that ST delete parking as an element of the transit center project.			Adopted Budget (in YOE\$000)	\$7,223	
	Current Budget (in YOE\$000)	\$7,223												
History:														
Previous budgets have listed a park-and-ride facility as an option in the City of Newcastle. As part of the PE/ED phase initiated in 2003, the City of Newcastle requested that ST delete parking as an element of the transit center project.														
Adopted Budget (in YOE\$000)	\$7,223													

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$29	\$43	\$257	\$3,082	\$3,811	\$0	\$0	\$0	\$7,223
Total	\$29	\$43	\$257	\$3,082	\$3,811	\$0	\$0	\$0	\$7,223

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$14	\$4	\$18	\$221	\$310	\$0	\$0	\$0	\$567
Pre-Engineering/Env Review	\$11	\$39	\$217	\$0	\$0	\$0	\$0	\$0	\$267
Final Design and Specification	\$4	\$1	\$22	\$86	\$0	\$0	\$0	\$0	\$113
Contingency	\$0	\$0	\$0	\$2,775	\$3,501	\$0	\$0	\$0	\$6,276
Total	\$29	\$43	\$257	\$3,082	\$3,811	\$0	\$0	\$0	\$7,223

Department	Regional Express
Project	332 Overlake Transit Center/NW 40th

Description	
Scope:	This project is complete and includes a 209-stall park-and-ride lot, freeway express stops, Rider Services Building (RSB), and Shuttle Operations building, on a 9-acre site at 156th Avenue N.E. and N.E. 40th Street adjacent to SR-520.
Changes since 2003:	Project closeout in progress.
History:	The transit center was completed in the 2nd Quarter 2002. The RSB construction was completed in 2nd Quarter 2003. In addition to Sound Transit funding, partners are contributing a total of \$3M for the project including \$1,150K from King County Metro, \$400K from the City of Redmond, approximately \$1.2M from Microsoft for improvements on the site, and \$250K from the FTA for a bike station at the site.

Summaries

	Baseline (in YOE\$000)	\$11,122
	Current Budget (in YOE\$000)	\$11,122
	Adopted Budget (in YOE\$000)	\$11,122

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$10,539	\$399	\$0	\$183	\$0	\$0	\$0	\$0	\$11,122
Total	\$10,539	\$399	\$0	\$183	\$0	\$0	\$0	\$0	\$11,122

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$775	(\$113)	\$0	\$8	\$0	\$0	\$0	\$0	\$671
Pre-Engineering/Env Review	\$684	\$136	\$0	\$147	\$0	\$0	\$0	\$0	\$968
Final Design and Specification	\$1,573	\$104	\$0	\$0	\$0	\$0	\$0	\$0	\$1,677
ROW Acquisition and Permits	\$114	(\$7)	\$0	\$1	\$0	\$0	\$0	\$0	\$107
Construction	\$7,392	\$279	\$0	\$17	\$0	\$0	\$0	\$0	\$7,688
Contingency	\$0	\$0	\$0	\$11	\$0	\$0	\$0	\$0	\$11
Total	\$10,539	\$399	\$0	\$183	\$0	\$0	\$0	\$0	\$11,122

Department	Regional Express	Description
Project	340 Ash Way Park-and-Ride	<p>Scope: This project was completed and put into service in July 1999.</p> <p>Changes since 2003: No changes.</p> <p>History: In the 2002 budget, \$1.3m was transferred from this completed project to the I-5 @ 164th Ash Way Project (No. 105). As requested by Snohomish County and recommended by Snohomish subarea boardmembers, a small portion of project surplus funds were spent in 2001 to complete an Urban Centers Planning Project in coordination with Snohomish County. That project evaluated the Ash Way Park-and-Ride vicinity for TOD opportunities, analyzed development and zoning codes to encourage appropriate land uses, and provided a market assessment. The remaining unspent budget, in the amount of \$57k, has been transferred to the Program Reserve for Snohomish County. The project is now closed.</p>

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$1,114	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,114
Total	\$1,114	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,114

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$36	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$36
Pre-Engineering/Env Review	\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2
Construction	\$1,076	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,076
Total	\$1,114	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,114

Department	Regional Express
Project	
342	Swamp Creek HOV and Park-and-Ride

Description

Scope: Since 1996, there have been changes in some assumptions fundamental to this Sound Move project. The project would have expanded park-and-ride capacity, but existing capacity currently is underutilized due to reduced service and expanded parking provided at the new nearby Ash Way, Park-and-Ride.

Changes since 2003: No changes.

History: Remaining project funds (\$10 million in YOE dollars) were transferred to the REX Capital Program Reserve for Snohomish County in the 2002 budget. Remaining unspent budget in the amount of \$208K was transferred to the Program Reserve for Snohomish County in 2003 budget.

Summaries

	Baseline (in YOE\$000)	\$0
	Current Budget (in YOE\$000)	\$303
	Adopted Budget (in YOE\$000)	\$303

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$303	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$303
Total	\$303	\$0	\$303						

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$18	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18
Pre-Engineering/Env Review	\$282	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$282
Final Design and Specification	\$4	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4
Total	\$303	\$0	\$303						

Department	Regional Express
Project	Lynnwood SR-99 Transit Lanes
Description	

Scope: This project was completed in 2003 and included transit improvements in the SR-99 corridor between the Snohomish-King County line (S.W. 244th St.) and 148th St. S.W.

Changes since 2003: Remaining project savings / unspent budget in the amount of \$161k transferred to Program Reserve for Snohomish County.

History: Resolution 98-23 added the SR-99 Improvements Project and authorized \$2.5 million (YOE\$) in project costs, shifting budget from the Lynnwood Transit Center/P&R Ride Connector (No. 344). The project budget has been adjusted to reflect agency development costs.

Summaries	
Baseline (in YOE\$000)	\$2,549
Current Budget (in YOE\$000)	\$2,546
Adopted Budget (in YOE\$000)	\$2,546

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$2,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,546
Total	\$2,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,546

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$41
Pre-Engineering/Env Review	\$4	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5
Construction	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500
Total	\$2,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,546

Department	Regional Express	Description
Project		Summaries
346	East Everett Park-and-Ride	
Scope: Project discontinued		
Changes since 2003: No changes		
History: Sound Move plan included a P&R lot with up to 1,000 stalls in East Everett between 41st St, 36th St, the Snohomish River and I-5. Based on a commitment by the City of Everett to improve infrastructure at the site, the project cost estimate was decreased below the original Sound Move estimate, and the ST Board reallocated \$10 million to the Pacific Avenue Overpass Project (see separate project No. 370). Project challenges included environmental clean-up and poor interstate access. In Sept 2000, ST conducted a project definition study to identify locations in south Snohomish County where 1,000 parking stalls could be cost-effectively located. Transferred remaining unspent budget (\$7.2M) to Funds for Other Projects (No. 395).		

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$86	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$86
Total	\$86	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$86

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$8	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8
Pre-Engineering/Env Review	\$75	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75
Final Design and Specification	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3
ROW Acquisition and Permits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$86	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$86

Department	Regional Express
Project	Redondo Heights Park-and-Ride/SR-99

Description

Scope: Approximately a 700 stall surface park-and-ride at the NE corner of the Pacific Highway S. (SR-99 S.) and S. 272nd Street intersection. King County will jointly develop the proposed park-and-ride lot and has agreed to manage and fund the ROW acquisition, final design, and construction phases of the project. ST funded the PE/ER and will transfer a total of \$1.5M to King County Metro for final design and construction.

Changes since 2003: Project savings in the amount of \$0.3M was transferred to the Federal Way HOV Access (125) project.

History: Budget reflects M2000-77 authorizing the transfer of approximately \$14M (in 1995\$) to the Federal Way TC/P&R (No. 321). The 2002 budget included a transfer of \$706K from the Federal Way Transit Center/Park-and-Ride (No. 321) to complete the \$1.5M. In 2002, KCM renamed the facility Redondo Heights Park-and-Ride.

Summaries

	Baseline (in YOE\$000)	\$2,476
	Current Budget (in YOE\$000)	\$2,476
	Adopted Budget (in YOE\$000)	\$2,476

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
South King County	\$901	\$791	\$761	\$23	\$0	\$0	\$0	\$0	\$2,476
Total	\$901	\$791	\$761	\$23	\$0	\$0	\$0	\$0	\$2,476

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$112	(\$21)	\$11	\$23	\$0	\$0	\$0	\$0	\$125
Pre-Engineering/Env Review	\$781	\$61	\$0	\$1	\$0	\$0	\$0	\$0	\$843
ROW Acquisition and Permits	\$8	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8
Construction	\$0	\$750	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500
Total	\$901	\$791	\$761	\$23	\$0	\$0	\$0	\$0	\$2,476

Department	Regional Express	Description
Project		Scope: Project discontinued. Changes since 2003: No changes.
352	Other Park-and-Ride Expansion	History: In previous years funds were held in this project as a contingency fund for yet unidentified projects in South King County. Project funds in the amount of \$7M were transferred to the REX Capital Program Reserve for South King County in the 2002 budget, and the remaining unspent budget (\$33k) was transferred to the Program Reserve in the 2003 budget.

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
South King County	\$10	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10
Total	\$10	\$0	\$10						

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2
Pre-Engineering/Env Review	\$8	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8
Final Design and Specification	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$10	\$0	\$10						

Department	Regional Express
Project	354 Mercer Island Transit Center/N Mercer Way

Description	
Scope:	Proposed scope includes recombination of the Mercer Island Park and Ride and Transit Center projects because the site for the two projects has been confirmed. They will be implemented at the park and ride/transit center site, along N Mercer Way/80th Avenue SE. The park and ride project will add approximately 200 spaces in a daylight basement configuration. The transit center project will add two new bus bays, for a total of four on-street bus bays along N Mercer Way.
Changes since 2003:	The Mercer Island Park and Ride and Transit Center are being recombined because they are located at the same site. The two projects were separated in 2003 because it was anticipated that the park and ride project would occur at a separate site.
Total	

Summaries

	Baseline (in YOE\$000)	\$0
	Current Budget (in YOE\$000)	\$9,008
	Adopted Budget (in YOE\$000)	\$9,008

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$820	\$219	\$1,563	\$5,969	\$438	\$0	\$0	\$0	\$9,008
Total	\$820	\$219	\$1,563	\$5,969	\$438	\$0	\$0	\$0	\$9,008

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$134	(\$49)	\$81	\$294	\$81	\$0	\$0	\$0	\$540
Pre-Engineering/Env Review	\$672	\$264	\$188	\$176	\$0	\$0	\$0	\$0	\$1,300
Final Design and Specification	\$10	\$1	\$689	\$0	\$0	\$0	\$0	\$0	\$700
ROW Acquisition and Permits	\$4	\$4	\$391	\$101	\$0	\$0	\$0	\$0	\$500
Construction	\$0	\$0	\$214	\$4,786	\$0	\$0	\$0	\$0	\$5,000
Contingency	\$0	\$1	\$611	\$357	\$0	\$0	\$0	\$0	\$968
Total	\$820	\$219	\$1,563	\$5,969	\$438	\$0	\$0	\$0	\$9,008

Department	Regional Express
Project	355 Issaquah Highlands Park-and-Ride/Highland Dr

Description

Scope: This project provides funding for construction of additional park-and-ride spaces at the Issaquah Highlands Park-and-Ride presently under development by King County Metro. King County owns the property and is leading the design, permitting, and construction of a three-to-five-level structured parking facility with an adjoining transit center. The project is currently in design on a four-acre site in the couplet of the new north-south span road up to the Highlands from the Sunset Interchange. The project will be integrated into the new Issaquah Highlands town center.

Changes since 2003: Budget increased by transfer of \$1M from SR-900 Park & Ride Arterial Imps Project (No. 166).

History: In the 2002 Budget, this was a new project funded by a transfer of \$4.3M from the Mercer Island Park-and-Ride Transit Center Project (No. 354).

Summaries	
Baseline (in YOE\$000)	\$5,318
Current Budget (in YOE\$000)	\$5,312
Adopted Budget (in YOE\$000)	\$5,312

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$0	\$4	\$2,651	\$2,657	\$0	\$0	\$0	\$0	\$5,312
Total	\$0	\$4	\$2,651	\$2,657	\$0	\$0	\$0	\$0	\$5,312

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$0	\$4	\$151	\$157	\$0	\$0	\$0	\$0	\$312
Construction	\$0	\$0	\$2,500	\$2,500	\$0	\$0	\$0	\$0	\$5,000
Total	\$0	\$4	\$2,651	\$2,657	\$0	\$0	\$0	\$0	\$5,312

Department	Regional Express
Project	Tacoma Dome Station
Description	

Scope: This project, which was completed in 2000, expanded the Tacoma Dome Station parking structure and provides 1200 additional parking stalls for customer access to ST Express, Pierce Transit service, Sounder commuter rail and Link light rail services. Project is located to the south on property adjoining the original park-and-ride facility and it includes pedestrian connections between the transit services.

Changes since 2003: No changes - project budget continues to include \$310k for mid-life maintenance, should it be needed.

History: In the 2002 budget, \$900k (YOE) was transferred from this project to the REX Capital Program Reserve for Pierce County. This project was completed and put into service in 2000.

Summaries	
Baseline (in YOE\$000)	\$11,116
Current Budget (in YOE\$000)	\$11,116
Adopted Budget (in YOE\$000)	\$11,116

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Pierce County	\$10,805	\$0	\$0	\$0	\$310	\$0	\$0	\$0	\$11,116
Total	\$10,805	\$0	\$0	\$0	\$310	\$0	\$0	\$0	\$11,116

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$191	(\$21)	\$0	\$0	\$20	\$0	\$0	\$0	\$190
Pre-Engineering/Env Review	\$17	\$21	\$0	\$0	\$0	\$0	\$0	\$0	\$38
Construction	\$10,598	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,598
Contingency	\$0	\$0	\$0	\$0	\$290	\$0	\$0	\$0	\$290
Total	\$10,805	\$0	\$0	\$0	\$310	\$0	\$0	\$0	\$11,116

Department	Regional Express
Project	Description
358	South Hill Park-and-Ride/94th Ave E

Scope:	This project is complete and includes a new 350-stall surface park-and-ride lot serving South Hill and Puyallup to improve customer access to ST Express and Pierce Transit bus service. The facility is located on the northwest corner of the intersection of SR 512 and 9th Street SW in Puyallup.
Changes since 2003:	Transferred project savings in the amount of \$320k to Program Reserve for Pierce County.
History:	Project was completed and put into service during 2001. Remaining unspent funds, in the amount of \$200k (YOE), were transferred to the Pierce County Program Reserves in the 2002 Budget.

Summaries

Baseline (in YOE\$000)	\$5,551
Current Budget (in YOE\$000)	\$5,625
Adopted Budget (in YOE\$000)	\$5,625

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Pierce County	\$5,562	\$63	\$0	\$0	\$0	\$0	\$0	\$0	\$5,625
Total	\$5,562	\$63	\$0	\$0	\$0	\$0	\$0	\$0	\$5,625

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$294	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$294
Pre-Engineering/Env Review	\$1,221	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,221
Final Design and Specification	\$14	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14
ROW Acquisition and Permits	\$915	\$56	\$0	\$0	\$0	\$0	\$0	\$0	\$971
Construction	\$3,118	\$7	\$0	\$0	\$0	\$0	\$0	\$0	\$3,125
Total	\$5,562	\$63	\$0	\$0	\$0	\$0	\$0	\$0	\$5,625

Department	Regional Express
Project	DuPont Station/Wilmington Dr

Description	
Scope: This project was a turn-key transit facility, purchased from a developer.	
The proposed development will consist of a transit center with 109 parking stalls to meet initial ST Express service needs. The preferred site is located adjacent to the BNSF Railroad in the event Sounder commuter rail service is expanded to DuPont.	
Changes since 2003: Project savings, in the amount of \$2.3M was transferred to the Program Reserve for Pierce County.	
History: Project was substantially complete and in service in February 2003.	

Summaries

	Baseline (in YOE\$000)	\$4,473
	Current Budget (in YOE\$000)	\$4,287
	Adopted Budget (in YOE\$000)	\$4,287

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Pierce County	\$3,853	\$434	\$0	\$0	\$0	\$0	\$0	\$0	\$4,287
Total	\$3,853	\$434	\$0	\$0	\$0	\$0	\$0	\$0	\$4,287

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$213	\$23	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pre-Engineering/Env Review	\$185	\$6	\$0	\$0	\$0	\$0	\$0	\$0	\$191
Final Design and Specification	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5
ROW Acquisition and Permits	\$2,275	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,275
Construction	\$1,176	\$405	\$0	\$0	\$0	\$0	\$0	\$0	\$1,580
Total	\$3,853	\$434	\$0	\$0	\$0	\$0	\$0	\$0	\$4,287

Department	Regional Express	Description
Project	SR 512 Park-and-Ride Expansion	<p>Scope: This project will be the Southern terminus of the Commuter rail line in Lakewood and will expand the area parking capacity by 1500 stalls near the existing SR 512 Park-and-Ride. Sounder commuter trains, local and ST Express buses will serve the facility.</p> <p>Changes since 2003: No significant changes.</p> <p>History: This project was combined with the Sounder commuter rail Lakewood Station project (No. 253). In the 2003 budget, Remaining REX budget (\$6M) was transferred to Sounder. This is consistent with current cost estimates and reflects how the projects are being managed. The Regional Express contribution is limited to the current adopted budget.</p>

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Pierce County	\$357	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$357
Total	\$357	\$0	\$357						

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$25	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25
Pre-Engineering/Env Review	\$328	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$328
Final Design and Specification	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5
Total	\$357	\$0	\$357						

Department	Regional Express
Project	Pacific Ave Overpass
370	

Scope: This project is a railroad overpass, located between Fulton Street and Smith Ave, which improves access to the Everett Station and improves freight and passenger rail speed. Project is complete, construction was initiated in 2000 and project was opened to traffic in November 2001.

Changes Since 2003: Remaining project savings / unspent budget in the amount of \$546k transferred to the Program Reserve for Snohomish County.

History: Budget reflects Sound Move initial budget of \$10M (in 1995\$) plus an additional \$10M (in 1995\$) allocated from the East Everett Park-and-Ride Project (No. 346) by Resolution 99-14. The 2002 budget transferred \$4.7 million (YOE) from this project to Sounder's Everett Multimodal Station (No. 201) and in the 2003 budget, \$1.5M was transferred to I-5 @ Ash Way (105) and \$579k to Program Reserve for Snohomish County.

Description

Summaries	
Baseline (in YOE\$000)	\$16,776
Current Budget (in YOE\$000)	\$16,793
Adopted Budget (in YOE\$000)	\$16,793

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$16,774	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$16,793
Total	\$16,774	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$16,793

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$497	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$497
Pre-Engineering/Env Review	\$1,149	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,149
Final Design and Specification	\$1,096	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,096
ROW Acquisition and Permits	\$2,050	\$19	\$0	\$0	\$0	\$0	\$0	\$0	\$2,069
Construction	\$11,983	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,983
Total	\$16,774	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$16,793

Department	Regional Express
Project	Description
372	Bothell Branch Campus Access @ 195th/-405

Scope: This project will design and implement improvements that enhance access for transit to the University of Washington/Cascadia Campus in Bothell. Improvements to be considered include transit signal priority at entrance(s), arterial HOV enhancements serving the campus and the community. Work is in process with the UW/B/CCC staff and the City of Bothell, to determine project feasibility and definition.

History: Project definition started with a feasibility study of shared parking between the campus, Sound Transit, Community Transit and King County Metro. The conclusion of that study shifted the focus of shared parking opportunities to consider what capital improvements are necessary, to best serve the campus from the north.

Changes since 2003: No significant changes.

Summaries

	Baseline (in YOE\$000)	\$0
	Current Budget (in YOE\$000)	\$6,777
	Adopted Budget (in YOE\$000)	\$6,777

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$131	\$35	\$463	\$3,162	\$2,986	\$0	\$0	\$0	\$6,777
Total	\$131	\$35	\$463	\$3,162	\$2,986	\$0	\$0	\$0	\$6,777

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$20	\$1	\$56	\$144	\$191	\$0	\$0	\$0	\$412
Pre-Engineering/Env Review	\$107	\$34	\$68	\$198	\$0	\$0	\$0	\$0	\$407
Final Design and Specification	\$3	\$0	\$302	\$9	\$0	\$0	\$0	\$0	\$314
ROW Acquisition and Permits	\$0	\$0	\$39	\$11	\$0	\$0	\$0	\$0	\$50
Construction	\$0	\$0	\$0	\$1,037	\$647	\$0	\$0	\$0	\$1,684
Contingency	\$0	\$0	\$0	\$1,763	\$2,148	\$0	\$0	\$0	\$3,911
Total	\$131	\$35	\$463	\$3,162	\$2,986	\$0	\$0	\$0	\$6,777

Department	Regional Express
Project	
374	Willows Arterial

Description	
Scope: This project will design and build HOV improvements on Willows Road in Redmond or on other transit arterials to improve transit speed and reliability. Improvements could include lanes for buses and carpools to bypass traffic queues at critical intersections between NE 124th Ave. and NE Redmond Way on Willows Road. It is anticipated that the current phase of work will result in a recommendation to modify the scope to improve other streets along routes 540 and 545.	

Changes since 2003: No significant changes.

History: The ST Board approved Motion No. 2002-74 providing consultant services to define this project. A proposal will come forward to the board that could result in improvements to alternative streets.

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$104	\$141	\$202	\$893	\$5,590	\$0	\$0	\$0	\$6,931
Total	\$104	\$141	\$202	\$893	\$5,590	\$0	\$0	\$0	\$6,931

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$17	\$7	\$11	\$16	\$341	\$0	\$0	\$0	\$392
Pre-Engineering/Env Review	\$36	\$88	\$34	\$290	\$0	\$0	\$0	\$0	\$448
Final Design and Specification	\$41	\$37	\$158	\$304	\$0	\$0	\$0	\$0	\$540
Construction	\$10	\$9	\$0	\$32	\$57	\$0	\$0	\$0	\$108
Contingency	\$0	\$0	\$0	\$251	\$5,192	\$0	\$0	\$0	\$5,443
Total	\$104	\$141	\$202	\$893	\$5,590	\$0	\$0	\$0	\$6,931

Department	Regional Express	Description
Project	376 Woodinville Arterial HOV Enhancements	<p>Scope: Design and build transit and HOV improvements to increase bus speed and reliability and enhance ridership in the Woodinville area. Several discrete improvements will be funded out of this project budget including: Transit and HOV improvements at the SR 522 interchange at NE 195th, flyer stop improvements at the SR 522 interchange at SR202, transit-oriented development (TOD) at Woodinville Park-and-Ride Lot and other project(s), with demonstrable benefits for transit speed and reliability in the Woodinville area.</p> <p>Changes since 2003: \$150K transferred from this project to the Transit Oriented Development (TOD) program in Woodinville.</p> <p>History: No previous budget changes.</p>

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$373	\$195	\$632	\$5,518	\$0	\$0	\$0	\$0	\$6,718
Total	\$373	\$195	\$632	\$5,518	\$0	\$0	\$0	\$0	\$6,718

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$31	\$12	\$34	\$320	\$0	\$0	\$0	\$0	\$397
Pre-Engineering/Env Review	\$342	\$141	\$106	\$229	\$0	\$0	\$0	\$0	\$818
Final Design and Specification	\$0	\$33	\$247	\$164	\$0	\$0	\$0	\$0	\$444
ROW and Construction	\$0	\$9	\$236	\$1,782	\$0	\$0	\$0	\$0	\$2,027
Contingency	\$0	\$0	\$9	\$3,023	\$0	\$0	\$0	\$0	\$3,032
Total	\$373	\$195	\$632	\$5,518	\$0	\$0	\$0	\$0	\$6,718

Department	Regional Express
Project	Small Cities Transit Access
378	

Description	
Scope: This project will provide service and or capital improvements in the SR-520 corridor just east of Lake Washington. The "point cities" and Sound Transit need to work through a collaborative process to determine the appropriate regionally significant projects in this area.	
Changes since 2003:	No significant changes.

Summaries

	Baseline (in YOE\$000)	\$0
	Current Budget (in YOE\$000)	\$4,402
	Adopted Budget (in YOE\$000)	\$4,402

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$5	\$4	\$2	\$48	\$4,343	\$0	\$0	\$0	\$4,402
Total	\$5	\$4	\$2	\$48	\$4,343	\$0	\$0	\$0	\$4,402

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$3	\$2	\$0	\$2	\$215	\$0	\$0	\$0	\$222
Pre-Engineering/Env Review	\$2	\$2	\$2	\$0	\$0	\$0	\$0	\$0	\$6
Contingency	\$0	\$0	\$0	\$45	\$4,128	\$0	\$0	\$0	\$4,174
Total	\$5	\$4	\$2	\$48	\$4,343	\$0	\$0	\$0	\$4,402

Department	Regional Express
Project	
380	Sammamish Park-and-Ride/228th SE

Description		Summaries					
Scope: This project is a park-and-ride lot serving the City of Sammamish. The preferred site for the project is located at 228th and Issaquah Pine Lake Road. It will include 200 to 300 parking stalls, dependent on final ROW acquisition costs.		Baseline (in YOE\$000)			\$0		
Changes since 2003: No significant changes.		Current Budget (in YOE\$000)			\$6,672		
History: Eastside Transportation Partnership and the City of Issaquah have both strongly endorsed this project. In the 2003 budget the project name was changed from Unincorporated King Co. Transit Access to the current name and the project budget was increased by \$33k to accept a funding contribution from the City of Sammamish.		Adopted Budget (in YOE\$000)			\$6,672		

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$172	\$184	\$4,142	\$2,174	\$0	\$0	\$0	\$0	\$6,672
Total	\$172	\$184	\$4,142	\$2,174	\$0	\$0	\$0	\$0	\$6,672

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$14	\$6	\$192	\$111	\$0	\$0	\$0	\$0	\$0
Pre-Engineering/Env Review	\$157	\$59	\$0	\$0	\$0	\$0	\$0	\$0	\$215
Final Design and Specification	\$0	\$76	\$499	\$0	\$0	\$0	\$0	\$0	\$576
ROW Acquisition and Permits	\$1	\$41	\$3,451	\$0	\$0	\$0	\$0	\$0	\$3,494
Construction	\$0	\$2	\$0	\$1,936	\$0	\$0	\$0	\$0	\$1,938
Contingency	\$0	\$0	\$0	\$127	\$0	\$0	\$0	\$0	\$127
Total	\$172	\$184	\$4,142	\$2,174	\$0	\$0	\$0	\$0	\$6,672

Department	Regional Express
Project	Description
382	I-90 Two Way Transit and HOV Operations

Scope: This project is intended to provide reliable two-way transit and HOV operations on I-90 between Seattle and Bellevue. Alternatives evaluated in the Draft EIS issued April 2003 include R-2B: converting the center roadway to two-way for transit and carpools; R-5 Restrip and R-5 Modified: two variations of a peak-period transit-only lane on the outer roadways, eastbound in the AM and westbound in the PM with the reversible center roadway maintained; R-8A: adding a bus/carpool lane on outer roadways by narrowing shoulder and traffic lanes, with reversible center roadway maintained; and a hybrid of alternatives R-8A and R-2B. The I-90 Steering Committee identified their preferred alternative, R8A, on July 15, 2003. Sound Transit Board action to confirm the preferred alternative is anticipated in September/October 2003. Final EIS is anticipated first quarter 2004. The preliminary cost estimates for all the alternatives significantly exceed the project budget.

Changes since 2003: No change, the 2004 budget does not include funds for construction. Funding strategy is being developed including WSDOT funding, SAFETEA request and RTID package.

Summaries	
Baseline (in YOE\$000)	\$0
Current Budget (in YOE\$000)	\$18,889
Adopted Budget (in YOE\$000)	\$18,889

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$3,556	\$771	\$8,561	\$5,763	\$72	\$168	\$0	\$0	\$18,889
Total	\$3,556	\$771	\$8,561	\$5,763	\$72	\$168	\$0	\$0	\$18,889

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$328	(\$62)	\$158	\$609	\$3	\$7	\$0	\$0	\$1,043
Pre-Engineering/Env Review	\$3,228	\$832	\$2,559	\$804	\$0	\$0	\$0	\$0	\$7,423
Final Design and Specification	\$0	\$0	\$5,842	\$4,338	\$0	\$0	\$0	\$0	\$10,180
Contingency	\$0	\$0	\$1	\$13	\$69	\$161	\$0	\$0	\$244
Total	\$3,556	\$771	\$8,561	\$5,763	\$72	\$168	\$0	\$0	\$18,889

Department	Regional Express
Project	SR-522 HOV Enhancements
384	

Description		Summaries				
Scope: HOV improvements will be built on SR-522 between Kenmore and Bothell to improve bus speed and reliability. Improvements may include bypass lanes, interchange and intersection improvements and park-and-ride lot improvements. ST is working with Kenmore and Bothell to determine project definition and feasibility.		Baseline (in YOE\$000)	\$0			
Changes since 2003: No significant changes.		Current Budget (in YOE\$000)	\$14,696			
History: No significant changes.		Adopted Budget (in YOE\$000)	\$14,696			

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
East King County	\$202	\$465	\$138	\$482	\$2,236	\$6,976	\$4,196	\$0	\$14,696
Total	\$202	\$465	\$138	\$482	\$2,236	\$6,976	\$4,196	\$0	\$14,696

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$34	\$31	\$6	\$15	\$04	\$324	\$223	\$0	\$738
Pre-Engineering/Env Review	\$166	\$436	\$118	\$154	\$0	\$0	\$0	\$0	\$874
ROW Acquisition and Permits	\$2	(\$2)	\$0	\$2	\$0	\$0	\$0	\$0	\$2
Contingency	\$0	\$0	\$14	\$312	\$2,132	\$6,651	\$3,973	\$0	\$13,083
Total	\$202	\$465	\$138	\$482	\$2,236	\$6,976	\$4,196	\$0	\$14,696

Department	Regional Express	Description
		Scope: Project discontinued.
		Changes since 2003: Remaining unspent project budget in the amount of \$29.6M transferred to Sounder.
		History: The 2003 budget included a transfer of \$7.2M from the East Everett P&R Project (346) into this project and the 2002 budget reflected a transfer of \$3.8m (YOE) to the Regional Express Capital Program Reserve for Snohomish County and \$1.8m (YOE) to the Ash Way Direct Access Project (No. 105).
395	Funds for Other Projects	

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$31	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31
Total	\$31	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$6	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6
Pre-Engineering/Env Review	\$25	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25
Total	\$31	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31

Department	Regional Express
Project	
999	REX Program Reserve

Description

Scope: The Program Reserve is a means to manage risk and uncertainty for REX capital projects. There is a separate fund for each subarea to ensure completion of the capital program within available funds.

Changes since 2003: Remaining unspent budget transferred into Reserve from completed projects.

Snohomish - Reserve has been increased by a total of \$70k due to savings in the amount of \$546k from the Pacific Avenue Overpass (370) and savings in the amount of \$161k from Lynnwood SR-99 Transit Lanes project (345).

South King - Reserve decreased due to transfer of \$4.3M from Reserve to the I-5 @ 317th project in Federal Way (125).

East King - Reserve was increased by \$7M due to savings from the Bellevue Direct Access project (145) and by \$13k due to savings from the Sunset Interchange project (165).

Pierce - Reserve was increased by \$2.3M due to savings from the DuPont P&R project (360) and by \$320k due to savings from the South Hill P&R project (358).

History: The Program Reserve was proposed for the first time in the 2002 budget.

Summaries	
Baseline (in YOE\$000)	\$0
Current Budget (in YOE\$000)	\$61,607
Adopted Budget (in YOE\$000)	\$61,607

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$0	\$0	\$0	\$2,986	\$15,515	\$0	\$0	\$0	\$18,501
South King County	\$0	\$0	\$0	\$0	\$1,978	\$0	\$0	\$0	\$1,978
East King County	\$0	\$0	\$0	\$0	\$37,304	\$0	\$0	\$0	\$37,304
Pierce County	\$0	\$0	\$0	\$94	\$3,730	\$0	\$0	\$0	\$3,824
Total	\$0	\$0	\$0	\$3,080	\$58,527	\$0	\$0	\$0	\$61,607

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Contingency	\$0	\$0	\$0	\$3,080	\$58,527	\$0	\$0	\$0	\$61,607
Total	\$0	\$0	\$0	\$3,080	\$58,527	\$0	\$0	\$0	\$61,607

Adopted 2004 Budget by Project

Regional Bus

Project Number and Name	1997-2002	2003	2004	2005	2006	2007	2008	2009	Total
261 Bus Maintenance Facility	0	0	0	13,054	13,354	0	0	0	26,408
290 Bus Systemwide	59,114	0	20,292	20,723	1,361	0	0	0	101,490
Regional Bus	59,114	0	20,292	33,777	14,715	0	0	0	127,888

Department	Regional Bus	Description						
Project		Summaries						
261	Bus Maintenance Facility	<table border="1"> <tr> <td>Baseline (in YOE\$000)</td> <td>\$0</td> </tr> <tr> <td>Current Budget (in YOE\$000)</td> <td>\$26,408</td> </tr> <tr> <td>Adopted Budget (in YOE\$000)</td> <td>\$26,408</td> </tr> </table>	Baseline (in YOE\$000)	\$0	Current Budget (in YOE\$000)	\$26,408	Adopted Budget (in YOE\$000)	\$26,408
Baseline (in YOE\$000)	\$0							
Current Budget (in YOE\$000)	\$26,408							
Adopted Budget (in YOE\$000)	\$26,408							
		The bus maintenance facility budget contains funds for expansion of ST's fleet maintenance capacity.						
		Changes since 2003: No significant changes.						
		History: In 2002, these costs were presented as operation and maintenance costs. Beginning with the 2003 Budget, the bus maintenance facility costs are being presented as capital to reflect adherence to generally accepted accounting principles.						

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$0	\$0	\$0	\$262	\$280	\$0	\$0	\$0	\$542
South King County	\$0	\$0	\$0	\$1,661	\$1,729	\$0	\$0	\$0	\$3,390
East King County	\$0	\$0	\$0	\$5,584	\$5,734	\$0	\$0	\$0	\$11,318
Pierce County	\$0	\$0	\$0	\$5,547	\$5,612	\$0	\$0	\$0	\$11,159
Total	\$0	\$0	\$13,054	\$13,354	\$0	\$0	\$0	\$0	\$26,408

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Contingency	\$0	\$0	\$0	\$13,054	\$13,354	\$0	\$0	\$0	\$26,408
Total	\$0	\$0	\$0	\$13,054	\$13,354	\$0	\$0	\$0	\$26,408

Department	Regional Bus
Project	
290	Bus Systemwide

Description	
The budget for vehicles and agency administration amounts shown reflect capital costs only.	
Changes since 2003: As compared with the Adopted 2003 Budget, the Proposed 2004 Budget represents a \$17.54 million reprogramming of resources from operations & maintenance to capital for the purchases of additional buses and associated capital costs. This is a reallocation of resources within the bus program and does not change the total bus program cost.	
History: The 2003 Budget included an additional \$8 million in the East King County subarea to replace tunnel Breda coaches with hybrid coaches.	

Summaries

	Baseline (in YOE\$000)	\$0
	Current Budget (in YOE\$000)	\$101,490
	Adopted Budget (in YOE\$000)	\$101,490

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$8,082	\$0	\$481	\$7,237	\$489	\$0	\$0	\$0	\$16,289
South King County	\$5,171	\$0	\$378	\$2,729	\$445	\$0	\$0	\$0	\$8,722
East King County	\$22,897	\$0	\$18,369	\$2,772	\$452	\$0	\$0	\$0	\$44,489
Pierce County	\$22,964	\$0	\$1,065	\$7,985	(\$25)	\$0	\$0	\$0	\$31,989
Total	\$59,114	\$0	\$20,292	\$20,723	\$1,361	\$0	\$0	\$0	\$101,490

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$980	\$0	\$779	\$910	\$736	\$0	\$0	\$0	\$3,405
Vehicles	\$58,134	\$0	\$19,513	\$19,813	\$625	\$0	\$0	\$0	\$98,085
Total	\$59,114	\$0	\$20,292	\$20,723	\$1,361	\$0	\$0	\$0	\$101,490

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BOARD ADMINISTRATION

OBJECTIVES AND ACTION PLANS

Sound Transit Board of Directors

Objectives

1. Provide policy direction and governance to ensure *Sound Move* is completed on time and within budget.
2. Work with other legislative bodies on topics affecting and/or of interest to Sound Transit, such as federal funding, state legislation and communication with legislative bodies at the local jurisdiction level.
3. Oversee the implementation of service and fare integration with local transit governing boards.
4. Work with local jurisdictions and other entities on capital construction projects to ensure a collaborative approach to completing projects on schedule and within budget.

Board Administration

Objectives

1. Direct the organizational services in support of board processes by developing/maintaining decision support systems, coordinating information flows and assisting the board in its shaping of current policy structures.
2. Ensure that board and committee proceedings comply with board-adopted rules and operating procedures, as well as with state law, including the enabling legislation, Open Public Meetings Act and Open Public Records Act.
3. Direct the agency's administrative record management function.
4. Working with the Executive Office, maintain an advance board and committee calendar.

Action plans

1. Provide ongoing support to Sound Transit Board, committees and board members by directing the development and compilation of agenda and support information, overseeing logistical arrangements for meetings and retreats, and coordinating responses to members' requests for services or information.
2. Provide consultation to agency staff regarding board decision-making processes, environment, and strategies through assignment of board administration resource staff to Sound Transit departments.
3. Continue to improve internal quality assurance/quality control systems to ensure Sound Transit boardmembers have, in a timely manner, the information and materials needed in order to take action, make decisions, and provide direction and oversight. Lead weekly "agenda meetings" to provide advance information to the executive director, review materials for accuracy and completeness, and facilitate discussions of issues that impact more than one department/division.
4. Maximize public and agency staff's access to board schedules, agendas, materials, and records of board proceedings using Sound Transit's Web site and other media.

Records Management

Objectives

1. Establish agencywide policy and standard procedures for managing all records according to provisions of the Public Records Act (RCW 40.14), and follow all other state and federal statutes and regulations that govern agency records management practices.
2. Provide record safety and retention at an off-site storage center.
3. Preservation of permanent and essential records through micrographics.

Action plan

Provide ongoing support and services for the agency regarding the proper method of record organization, archiving inactive records and the retrieval of agency records. Providing all forms, procedures and materials - boxes, labels, etc. - for staff when there is a need to archive records.

Board Administration Operating Budget

	2002 ACTUALS	ADOPTED 2003 BUDGET	2003 ACTUALS	ADOPTED 2004 BUDGET
SALARIES AND BENEFITS				
Salaries	\$ 368,073	\$ 430,676	\$ 342,595	\$ 426,943
Benefits	158,985	155,163	158,431	160,464
<i>Subtotal</i>	527,057	585,839	501,026	587,407
SERVICES				
Consultant/Management	334	6,000	-	4,000
Legal	-	-	-	-
Accounting/Auditing	-	-	-	-
Maintenance	6,033	21,240	12,182	20,737
Hardware/Software Maint.	-	-	-	-
Printing/Binding	-	500	392	500
Advertising/Marketing	-	-	-	-
Interlocal Agreements	-	-	-	-
Other Services	3,173	12,940	9,543	12,550
<i>Subtotal</i>	9,540	40,680	22,117	37,787
MATERIALS AND SUPPLIES				
Office Supplies	3,499	4,900	5,606	5,405
Postage	-	1,000	-	500
Small Equipment/Furniture	-	-	43	-
Other Materials & Supplies	600	2,500	-	1,500
<i>Subtotal</i>	4,099	8,400	5,649	7,405
MISCELLANEOUS EXPENSES				
Dues & Memberships	160	350	175	350
Travel & Meetings	21,214	18,905	16,212	18,790
Books & Subscriptions	121	500	55	500
Training	-	3,200	58	1,500
Contingency	-	-	-	-
Other Misc. Expenses	170	-	10	-
<i>Subtotal</i>	21,665	22,955	16,510	21,140
LEASES AND RENTALS				
Admin. Facilities Rental	-	-	-	-
Leased Vehicles/Parking	-	-	-	-
Meeting Space	175	800	-	-
Leased Furniture & Eqpt.	-	-	-	-
<i>Subtotal</i>	175	800	-	-
OTHER EXPENSES				
Utilities	-	-	-	-
Insurance	-	-	-	-
Interest Expense	21	-	-	-
Depreciation	-	-	-	-
Taxes	-	-	-	-
<i>Subtotal</i>	21	-	-	-
TOTAL STAFF OPERATIONS	\$562,557	\$658,674	\$545,302	\$653,739

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EXECUTIVE DEPARTMENT

OBJECTIVES AND ACTION PLANS

CEO Office

Objectives

Chief Executive Officer

1. Provide the leadership for staff support of the Sound Transit Board, to enable the board to anticipate and be prepared for upcoming policy decisions, and to monitor the activities of the agency.
2. Recruit, retain and develop a qualified and diverse senior management team to lead staff in the effective implementation of *Sound Move*.
3. Represent Sound Transit as needed and support staff efforts to increase public involvement by engaging communities in the planning, design and construction of Sound Transit facilities and services.
4. Ensure that agency staff manages projects effectively by monitoring the budgets, schedules and scope. Keep the board and the public informed of program progress and risks.
5. Assess agency needs and align resources to implement *Sound Move*.
6. Strengthen Sound Transit's role in federal, state and regional forums, fostering strong partnerships to support the implementation of *Sound Move* and further transportation solutions for our region.
7. Directly supervise the directors of all three lines of business: Regional Express, Link light rail and Sounder commuter rail.

Deputy CEO

1. Serve as the chief executive officer when appropriate and exercise decision-making authority over agency personnel and contractors as necessary.
2. Assist the chief executive officer to promote Sound Transit's interests and programs among the broader regional community.
3. Supervise the Office of Policy and Planning, Project Control, Finance and Information Services, Administrative Services, Legal and Communications departments.
4. Support the chief executive officer in the management of the three service lines: Link, Regional Express and Sounder.
5. Oversee agencywide training, i.e. negotiations, project management, team building.

Office of Policy and Planning

Objective

Assist Sound Transit staff in supporting the board in its role of policy-setting and long-range planning by developing alternative courses of action for their consideration that are realistic, explicit, timely, clear and balanced.

Action plans

1. Assist staff in identifying, analyzing, and presenting policy issues to the board.
2. Working at the board's request, develop consistent policies to guide all departments of Sound Transit, in particular subject areas of interest to the board.
3. Work to develop internal policies that are consistent across all departments (e.g., consistent utility relocation policies, memorandum of agreement policies, etc.).
4. Assist the Citizen Oversight Panel (COP) in its role of reporting to the public how Sound Transit is performing.
5. Coordinate the work of Sound Transit with the Puget Sound Regional Council (PSRC).
6. Maintain a uniform, single-ticket fare system and integrated fare policy for the region's entire public transit service network.
7. Conduct long-term planning for Sound Transit and participate in regional transportation planning efforts that have implications for the agency's future phases.
8. Assess the use of new technologies and evaluate research that will improve the effectiveness and efficiency of public transit.
9. Coordinate and provide agency Geographic Information System (GIS) services.

Program Summary

The Office of Policy and Planning oversees Fare Integration, Research and Technology, and Phase II Planning for Sound Transit. Each of these areas is funded by the Regional Fund. The Office of Policy and Planning develops agencywide policies and coordinates regional transportation planning effort for Sound Transit. In addition to these specific responsibilities, it is responsible for addressing issues affecting all lines of business and coordinating transit reporting to the State and Federal governments.

Fare Integration

Fare Integration is responsible for promoting regional mobility through a system of seamless regional fare media and policies. The keystone of the program is the Regional Fare and Pass Reconciliation Agreement, which forms the basis for regional account reconciliation and PugetPass. The agreement allows all five of the region's transit agencies to pool farebox and pass revenue into one account. It allows passes and cash transfers to be valid on all transit systems, regardless of purchase location, while insuring that agencies are compensated for the boardings provided. The basis for revenue reconciliation is research data, which will be updated in 2004 based on a year-long on-board survey conducted by Sound Transit. During 2004, PugetPass will celebrate its five-year anniversary – an important milestone for Sound Transit and its partners. Fare Integration also oversees institutional passes such as FlexPass and U-Pass and negotiates pricing with Sound Transit's partners and customers. PugetPass and institutional passes will soon be replaced with "smart cards," an electronic fare payment system which will allow for more accurate and timely data, faster boardings, and a

simpler reconciliation process. 2004 will be a year of laying the financial, technical and policy framework for Smart Card implementation.

Research and Technology

The Research and Technology Program was created to assess, evaluate research, and implement new transit technologies that will improve the effectiveness and efficiency of public transit. Activity in 2004 will include implementation of the transit technology initiatives that were included in the board-approved "Sound Transit Technology Plan," as well as undertaking earlier projects identified and approved by the board. In 2003, Sound Transit took delivery of a 40-foot hybrid diesel-electric bus funded by the Research and Technology Program. In 2004, at the conclusion of the testing and demonstration period, Sound Transit will prepare an evaluation report on the performance of the bus. Other projects scheduled for completion next year include the implementation of a closed circuit TV/passenger information system at Sounder stations to enhance security and provide real-time customer information; scope development for delivering the Corridor Transit Technology Initiative, which will enhance operating and customer service technologies in specific corridors; development of interagency agreements to expand Transit Signal Priority to Sound Transit bus routes; and completion of a series of technical studies for regional technology projects that are designed to improve interagency paratransit operations and radio communications.

Phase II Planning

The Phase II Planning Program will proceed with discussions on potential Phase II projects and direction. The primary work for 2004 will be completion of the necessary technical and environmental work to develop a future phase plan and continued participation in regional planning studies, including the I-405 Corridor Program and the 520 Bridge Replacement and HOV Project.

Agencywide

The Office of Policy and Planning supports the Sound Transit Board in its role of policy setting and long-range planning by developing alternative courses of action for its consideration that are realistic, timely, clear, and balanced. It works to develop internal policies that are consistent across all departments. It coordinates agency work with the Citizen Oversight Panel and the Puget Sound Regional Council. In addition, the Office of Policy and Planning manages Geographic Information System services for Sound Transit.

Planning & Development Program Summary (000's)		
	2004 Fiscal Year Budget	1997-2009 Proposed Budget
<u>Capital Spending</u>		
Fare Integration	1,682	4,725
Research & Technology	2,075	13,446
TOTAL CAPITAL SPENDING	3,757	18,171
<u>Operations & Maintenance</u>		
Fare Integration	7,698	34,687
Research & Technology	175	4,298
Phase II Planning	6,100	38,668
TOTAL O&M SPENDING	13,973	77,653
<u>Total Spending</u>		
Fare Integration	9,380	39,412
Research & Technology	175	4,298
Phase II Planning	8,175	52,114
TOTAL OF ALL SPENDING	17,730	95,824

Action plans

Fare Integration

1. Renegotiate the regional Pass and Fare Reconciliation Program Agreement, which expires at the end of 2004. Discuss modifications to the reconciliation process to begin laying the framework for Smart Card implementation. Review 2003 implementation of all-day weekend and regional pass and determine next steps. Continue to work with the Transit Integration Group Fares Committee and other groups to reformulate fare policy.
2. Complete the Puget Sound Fares Survey project, which is required as part of the existing regional fare revenue reconciliation program. Data collection, which began in July 2003, is scheduled to be completed by the end of June 2004.
 - (a) Develop the 2004 average fare/boarding estimate and fare revenue estimates for the agency.
 - (b) Manage survey effort to update assumptions on regional transfer activity and fare assumptions.
3. Negotiate terms and pricing of Institutional Fare Media Agreements, such as FlexPass and U-pass, as new agreements are formed or as existing accounts are renewed. Renegotiate agent agreement, expiring August 2004, which allows King County Metro to administer institutional accounts on Sound Transit's behalf. Monitor and evaluate such programs.
4. Manage implementation of the Regional Smart Card system on Sound Transit service including developing system operating procedures and policies in cooperation with project partners.

Research and technology

1. Implement a closed circuit TV/passenger information system at Sounder stations with the purpose of improving real-time customer information and enhancing security within the station areas.

2. Identify and produce scopes of work for new regional technology projects through a series of technical reports with the goal to improve interagency paratransit operations and radio communications.
3. Continue development and design/construction for the Corridor Transit Technology Initiative (CTTI). This initiative will implement new transit technologies in specific corridors for customer information and transit operations such as bus arrival information and vehicle monitoring.
4. Begin working through interagency agreements to implement Transit Signal Priority in Sound Transit corridors.

Phase II Planning

1. Identify resource needs and coordinate completion of the necessary technical and environmental work to develop a Phase II plan, and support future board decisions on when a vote may occur.
2. Monitor, support, and represent the agency in regional planning and environmental studies of significance to the agency's *Sound Move* program and Phase II program activities, including the I-405 Corridor Program and HOV (Trans-Lake Washington) Projects.
3. Collect and analyze existing agency operations and capital construction data across all service lines for use in agency reports for mandated state and federal reporting needs.
4. Maintain and support agency needs for Ridership/Travel Demand Forecasting services relating to the Before-After Study, New Starts Requirements, and Phase II Plan development activity.

Project Control

Objectives

1. Coordinate with project control staff in the Link light rail, Sounder commuter rail and Regional Express departments to ensure adherence to agency-level project control policies and procedures in accordance with the *Sound Move* Program.
2. Provide project control support and expertise to non-capital departments to assist in managing projects and contracts. Also manage the project control support services contract to ensure that all departments have the necessary project control resources.
3. Serve as an interface and coordinate with the Federal Transit Administration (FTA), Project Management Oversight Consultant (PMOC) the board and the Citizens Oversight Panel, as necessary, on project control related matters. Includes coordination of the FTA quarterly reviews.
4. Manage the evaluation and implementation of an agencywide document control system that results in standardization of file structures and meets record retention and disaster recovery needs.
5. Lead the Project Management initiative to develop a project team culture with Sound Transit inclusive of: project baseline processes, project manager role description, project evolution flow charting, project team responsibility matrices and education plan
6. Provide leadership and expertise in the evaluation and standardization of SOUND TRANSIT business practices resulting in clearly defined, effective and efficient, disciplined work practices (procurement, change orders, progress payments, document control, and reporting).
7. Evaluate Phase II functionality for the capital project information portal and software integration. Develop a cost effective long-term strategy for system upgrades, maintenance or migration to a final system/platform.

Action plans

1. Provide ongoing oversight of line of business project control practices to ensure adherence to documented procedures. Provide education and training as required in the use of standardized agency project management and control tools and business practices.
2. Provide project control expertise to corporate departments and actively manage the Management Services Consultant contract in order to support agency initiatives. This action includes technical support for publication of the Agency Progress Report, Right of Way forecasting and project and cost control support to Office of Policy and Planning, Information Services, Creative Services, and the Legal Department.
3. Serve as a point of contact for FTA and PMOC on project control matters and other issues as necessary. Includes facilitating the development of biweekly and quarterly agendas for FTA meetings, ad hoc requests from FTA/PMOC, managing FTA action items, coordinating response to monthly reports and co-chairing meetings as required.
4. Manage the initiative to implement a standardized electronic document management system across the agency that meets record retention, disaster recovery and storage savings needs.
5. Lead the Project Management Initiative to standardize project baselining, workflow and deliverables across the agency. Facilitate departmental and line of business input to develop the project matrix culture needed to cost-effectively deliver the *Sound Move* Program. Develop and implement the required education and training workshops to provide agency staff the methods and systems to successfully execute their project assignments.
6. Lead the business practices improvement team to implement required changes to business practices and tools; inclusive of education, training and/or reorganization of staff that result in effective, efficient and well disciplined standardized business practices across the agency.
7. Participate with the Executive Steering Committee and Information Services Long Term Strategy development to develop a cost-effective long-term strategy for system upgrades, maintenance or migration to a final system/platform.
8. Review project and contract status information submitted by lines of business and inform executive management of potential issues. Manage the publication of the Agency Progress Report and ensure it remains an effective management tool for raising awareness of pending or potential issues, as well as an effective tool for communicating current project status and direction.

Executive Department Operating Budget

	2002 ACTUALS	ADOPTED 2003 BUDGET	2003 ACTUALS	ADOPTED 2004 BUDGET
SALARIES AND BENEFITS				
Salaries	\$ 1,060,738	\$ 1,521,948	\$ 1,309,462	\$ 1,464,979
Benefits	450,203	611,341	568,905	634,154
<i>Subtotal</i>	<i>1,510,940</i>	<i>2,133,289</i>	<i>1,878,367</i>	<i>2,099,133</i>
SERVICES				
Consultant/Management	184,490	323,000	236,857	1,050,000
Legal	-	-	-	-
Accounting/Auditing	99,646	120,000	90,023	400,000
Maintenance	-	-	-	-
Hardware/Software Maint.	-	-	-	-
Printing/Binding	1,523	24,000	12,042	22,000
Advertising/Marketing	-	-	-	-
Interlocal Agreements	-	-	-	-
Other Services	61,051	229,200	82,605	414,300
<i>Subtotal</i>	<i>346,710</i>	<i>696,200</i>	<i>421,528</i>	<i>1,886,300</i>
MATERIALS AND SUPPLIES				
Office Supplies	2,599	5,900	7,695	5,900
Postage	-	4,320	-	4,000
Small Equipment/Furniture	1,433	4,030	8,281	8,030
Other Materials & Supplies	346	2,400	3,711	6,000
<i>Subtotal</i>	<i>4,379</i>	<i>16,650</i>	<i>19,687</i>	<i>23,930</i>
MISCELLANEOUS EXPENSES				
Dues & Memberships	9,544	7,677	4,111	7,172
Travel & Meetings	49,781	61,167	61,428	47,441
Books & Subscriptions	1,135	2,130	2,713	2,500
Training	14,765	11,918	9,846	20,800
Contingency	-	150,000	-	175,000
Other Misc. Expenses	481	3,500	3,606	3,500
<i>Subtotal</i>	<i>75,705</i>	<i>236,392</i>	<i>81,703</i>	<i>256,413</i>
LEASES AND RENTALS				
Admin. Facilities Rental	355	-	-	-
Leased Vehicles/Parking	-	-	-	-
Meeting Space	984	6,000	471	6,000
Leased Furniture & Eqpt.	-	-	-	-
<i>Subtotal</i>	<i>1,339</i>	<i>6,000</i>	<i>471</i>	<i>6,000</i>
OTHER EXPENSES				
Utilities	295	-	-	-
Insurance	-	-	-	-
Interest Expense	75	-	-	-
Depreciation	-	-	-	-
Taxes	-	-	-	-
<i>Subtotal</i>	<i>370</i>	<i>-</i>	<i>-</i>	<i>-</i>
TOTAL STAFF OPERATIONS	\$1,939,443	\$3,088,531	\$2,401,756	\$4,271,776

Department	Regional Fund	Description
Project		<p>405 Fare Integration</p>

The purpose of the Fare Integration Program is to develop a uniform, single-ticket fare system and integrated fare policy for the region's entire public transit service network. Currently, the Puget Pass program provides a means for transit riders to use a single piece of fare media to ride all transit services in the three-county region. Puget Pass was embraced by regional transit agencies as a significant commitment to the one-ticket ride concept and was seen as an interim step toward implementation of Smart Card technology.

In 2004, the program will focus on implementation of the Smart Card technology which includes procurement of the capital equipment to ensure a seamless fare system across all participating transit agencies which include Pierce Transit, King County Metro, Community Transit, Everett Transit, Kitsap Transit, Washington State Ferries, and Sound Transit.

		Summaries		
		Baseline (in YOE\$000)	\$0	
		Current Budget (in YOE\$000)	\$7,853	
		Adopted Budget (in YOE\$000)	\$7,853	

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Regional Fund	\$0	\$605	\$4,809	\$686	\$1,753	\$0	\$0	\$0	\$7,853
Total	\$0	\$605	\$4,809	\$686	\$1,753	\$0	\$0	\$0	\$7,853

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Pre-Engineering/Env Review	\$0	\$605	\$4,809	\$686	\$1,753	\$0	\$0	\$0	\$7,853
Total	\$0	\$605	\$4,809	\$686	\$1,753	\$0	\$0	\$0	\$7,853

Department	Regional Fund	Description
Project 410	Research & Technology	<p>This project will implement promising transit technology that will improve the effectiveness and efficiency of public transit, including evaluation of vehicle technologies and intelligent transportation systems that would reduce environmental impacts, reduce operating and maintenance costs, and provide incentives to encourage transit use.</p> <p>In 2004, working with other transit agencies, this program will explore integrating advanced technologies such as Smart Card, Transit Signal priorities, and other Advanced Public Transportation Systems.</p>

Summaries	
Baseline (in YOE\$000)	\$0
Current Budget (in YOE\$000)	\$10,318
Adopted Budget (in YOE\$000)	\$10,318

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Regional Fund	\$678	\$3,275	\$1,097	\$49	\$769	\$1,484	\$1,484	\$1,484	\$10,318
Total	\$678	\$3,275	\$1,097	\$49	\$769	\$1,484	\$1,484	\$1,484	\$10,318

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$6	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6
Pre-Engineering/Env Review	\$672	\$3,275	\$1,097	\$49	\$769	\$1,484	\$1,484	\$1,484	\$10,312
Total	\$678	\$3,275	\$1,097	\$49	\$769	\$1,484	\$1,484	\$1,484	\$10,318

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LEGAL SERVICES

OBJECTIVES AND ACTION PLANS

General Counsel

Objective

Provide sound, timely and cost-effective legal advice to the Sound Transit Board and Sound Transit staff.

Action plans

1. Provide timely responses to Sound Transit Board and staff requests for legal services.
2. Identify, analyze and propose solutions to potential legal issues well in advance of the time such issues will affect Sound Transit. The issues identified for 2004 include:
 - (a) Implementation of commuter rail leasing agreements;
 - (b) Defend legal actions filed against Sound Transit;
 - (c) Provide legal advice in support of the 2004 legislative program;
 - (d) Provide legal support as necessary for potential renegotiations of the terms of major governmental agreements related to construction of Central Link light rail;
 - (e) Monitor and make recommendations regarding Sound Transit's participation in local jurisdictions' comprehensive planning process or target issues;
 - (f) Monitor and make recommendations regarding Americans with Disabilities Act (ADA) accessibility issues in station design, customer access and customer service.
3. Provide legal assistance in negotiating right-of-way, real property acquisition, relocation agreements, and joint development agreements.
4. Utilize local attorneys practicing in the affected communities to provide legal services to Sound Transit where appropriate. Assure that the outside counsels are involved appropriately in providing specialized legal services to Sound Transit.
5. Review proposed contracts, real estate transactions and governmental agreements to assure compliance with federal and state law and the adopted policies of the Sound Transit Board.
6. Work closely with Link, Regional Express and Sounder in developing construction bid packages and provide ongoing advice on construction issues.
7. Prosecute Sound Transit litigation as it arises including, condemnations, tort claims, contract disputes, employment claims, and construction disputes.

Environmental Compliance

Objectives

To ensure Sound Transit's compliance with the process and substantive requirements of federal, state, and local environmental/land use laws and regulations and do so consistent with project schedules and budgets.

Action plans

1. Obtain Endangered Species Act concurrence from National Oceanic and Atmospheric Administration Fisheries Department and the U.S. Fish and Wildlife Service for the Regional Express I-90 Two-Way Transit and the Issaquah Transit Center projects, for the Link Light Rail North Link project, and the Sounder commuter rail Everett-Seattle project's detailed mitigation plan.
2. Obtain environmental permits for the Link Tukwila segment. Develop mitigation plan and apply for environmental permits for Sounder Everett-Seattle project. Apply for environmental permits for Regional Express Issaquah Transit Center and South Everett Park-and-Ride projects.
3. Complete and issue the I-90 Two-Way Transit Operations Final Environmental Impact Statement and complete environmental documentation for South Everett Park and Ride/Direct Access; Eastgate Direct Access Ramps; Canyon Park Flyer Stop; and the Issaquah Transit Center.
4. Obtain grants from Department of Ecology, the Environmental Protection Agency, or other state and local agencies to defray the cost of developing contaminated properties.
5. Provide environmental due diligence review in connection with property acquisitions for Central Link Tukwila segment, Sounder's acquisition of the Tacoma to Nisqually BNSF rail alignment, and various Regional Express projects.

Legal Services Operating Budget

	2002 ACTUALS	ADOPTED 2003 BUDGET	2003 ACTUALS	ADOPTED 2004 BUDGET
SALARIES AND BENEFITS				
Salaries	\$ 1,016,095	\$ 1,170,851	\$ 1,118,341	\$ 1,226,708
Benefits	420,123	485,871	477,758	551,038
<i>Subtotal</i>	1,436,219	1,656,722	1,596,098	1,777,746
SERVICES				
Consultant/Management	10,210	30,500	11,998	28,500
Legal	305,153	400,000	430,461	280,000
Accounting/Auditing	-	-	-	-
Maintenance	-	-	-	-
Hardware/Software Maint.	-	-	1,099	1,200
Printing/Binding	1,169	200	146	450
Advertising/Marketing	-	-	-	-
Interlocal Agreements	-	-	-	-
Other Services	14,724	67,800	25,083	2,800
<i>Subtotal</i>	331,255	498,500	468,786	312,950
MATERIALS AND SUPPLIES				
Office Supplies	1,787	2,260	2,814	3,080
Postage	-	-	-	-
Small Equipment/Furniture	1,229	-	1,040	2,600
Other Materials & Supplies	543	2,000	1,178	2,500
<i>Subtotal</i>	3,558	4,260	5,032	8,180
MISCELLANEOUS EXPENSES				
Dues & Memberships	7,580	3,775	6,476	6,015
Travel & Meetings	7,132	12,641	7,170	9,520
Books & Subscriptions	18,548	15,953	16,740	17,419
Training	9,002	8,835	6,488	12,845
Contingency	-	-	-	-
Other Misc. Expenses	254	-	5,753	700
<i>Subtotal</i>	42,516	41,204	42,627	46,499
LEASES AND RENTALS				
Admin. Facilities Rental	-	-	-	-
Leased Vehicles/Parking	-	-	-	-
Meeting Space	-	500	-	500
Leased Furniture & Equipment	-	-	-	-
<i>Subtotal</i>	-	500	-	500
OTHER EXPENSES				
Utilities	35	-	-	-
Insurance	-	-	-	-
Interest Expense	21	-	-	-
Depreciation	-	-	-	-
Taxes	-	-	-	-
<i>Subtotal</i>	56	0	0	0
TOTAL STAFF OPERATIONS	\$1,813,604	\$2,201,186	\$2,112,544	\$2,145,875

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ADMINISTRATIVE SERVICES

OBJECTIVES AND ACTION PLANS

CAO Office

Objectives

1. Focus on attracting and retaining a workforce that represents the diverse population of the Puget Sound region.
2. Support the development of contracting procedures that promote equal opportunity for all types of businesses to participate in the implementation of *Sound Move*.
3. Work with the chief executive officer and Sound Transit Board to create real estate policies that enhance the benefits of *Sound Move* by creating stronger communities through smart growth and development.
4. Effectively oversee the Real Estate, Safety and Fleet, Security, Facilities, Human Resources, Contracts and Diversity programs, creating a team that provides high quality agencywide services to all lines of business and corporate departments.
5. Create effective business practices that promote efficient use of resources by administrative staff.

Action plans

1. Develop and implement a training and employee development plan for all staff in the Administrative Services Department.
2. Oversee the development and implementation of consistent real estate procedures and internal reporting across each line of business.

Contracts

Objectives

1. Provide timely, cost-effective, efficient and legally compliant procurement and contracting services.
2. Balance the competing interests of internal and external customers, general public, other agencies and the business community in developing and implementing procurement processes that are fast, fair and competitive and that use public funds responsibly and efficiently.
3. Develop and implement procurement and contracting policies, procedures and practices that are in accordance with the needs of the agency and are compliant with funding sources, and state/federal regulations.
4. Ensure that the staff in the Contracts Division is trained in procurement policies and procedures.

Action plans

1. Improve contracting opportunities for small businesses, as follows:
 - Assist with community outreach sessions
 - (a) Participate in Northwest Minority Business Council events

- (b) Work with Sound Transit managers to identify and publish contracting opportunities
- (c) Encourage Sound Transit lines of business and corporate departments to develop pieces of work that can be performed by small businesses rather than issuing larger contracts that combine several pieces of work

2. Re-evaluate and establish rosters –
 - (a) Develop process for yearly updates
 - (b) Add new disciplines to Architect and Engineering roster based on line of business needs
 - (c) Develop consultant roster
3. Receive FTA Procurement Systems Review that acknowledges improvement.
4. Refine Business Process Improvements
 - (a) Implement Automated Scheduling System for Procurements
 - (b) Update Procurement Manual
 - (c) Fully implement document control system for file management
 - (d) Install and implement e-bid upgrades for Contract Administration and Diversity
5. Regularly train agency and Contracts Division staff to ensure compliance with regulations. Develop new training modules for newly updated federal regulations (4220.1D, Master Grant Agreement).

Diversity

Objective

Provide sound and effective guidance, leadership, management and advocacy to develop and assist Sound Transit in adopting and implementing policies and strategies in furtherance of the “Guiding Principles for Employment and Contracting”, adopted by the Sound Transit Board in 1997.

Action plans

1. Continue to implement Disadvantaged Business Enterprise (DBE) Program and Small Business Program, including minority and women-owned businesses and businesses owned by persons with disabilities, consistent with federal and state laws and Sound Transit policies. 2004 Measures: Finalize “Diversity Plan for Contracting” for Link Rainier Valley construction contract (C735).
2. Continue to implement Equal Employment Opportunity (EEO) and Apprenticeship Contract Compliance and Monitoring Program, consistent with federal, state and local laws, and *Sound Move*. 2004 Measures: Finalize “Diversity Plan for Workforce Utilization” for Link Rainier Valley construction contract (C735).
3. Continue to implement Sound Transit’s economic development program to encourage increased local economic benefits for employment and contracting. 2004 Measures: Award 2nd Year funding of Regional Apprenticeship Preparation Integrated Delivery (RAPID) System Program for apprenticeship preparation and support.
4. Implement Title VI Program to ensure compliance with federal nondiscrimination laws and regulations.

5. Continue to implement the Project Labor Agreement (PLA) and Apprenticeship policies in partnership with labor, contractor and community representatives in furtherance of Sound Transit's objectives.
6. Continue public outreach activities to assure broad public awareness of Sound Transit's commitment to diversity through the implementation of the "Guiding Principles for Employment and Contracting." 2004 Measures: Co-sponsor contracting opportunity sessions for DBE and other small businesses to be held in King County and Pierce County with public and private partners throughout the region.

Human Resources

Objectives

1. Streamline and enhance the existing performance management systems.
2. Continue to refine and improve Sound Transit's compensation system by consulting with and advising managers and employees; conducting position reviews and market assessments; considering and implementing program enhancements; and conducting management and/or employee training as needed.
3. Improve Sound Transit's employment outreach efforts and ability to attract and retain a diverse and qualified workforce. Focus on retention of valued personnel and fill vacant positions in a timely manner.
4. Assess and deliver methodologies for helping to ensure agencywide consistency in Human Resources activities and programs.

Action plans

1. Develop and implement performance management training for managers and employees that includes a focus on providing coaching and constructive feedback. Clarify and simplify documents and instructions for annual performance reviews.
2. Arrange for new survey of salary benchmarks of all positions and verify/validate survey data as needed. Ensure that the agency continues efforts to improve and implement a compensation system that will continue to attract qualified candidates using competitive salary ranges while ensuring reasonable cost containment and best use of public funds.
3. Expand and renew outreach and recruitment efforts through participation in local job fairs and establishing relationships with local educational institutions.
4. Conduct internal reviews of Human Resources programs and processes.

Real Estate

Objectives

1. Implement the real estate program to acquire the property rights necessary to implement *Sound Move* in a manner that is consistent with community and neighborhood values and goals.
2. Provide identification and management of transit-oriented development and joint development opportunities as they relate to *Sound Move*, coordinating effectively within the agency, and with other jurisdictions, the private business sector and the public.
3. Provide the services necessary to assist displaced citizens and businesses in relocating to new and suitable locations.
4. Provide asset management planning and implementation for the agency's real property assets including investment planning, surplus property marketing and disposal and other related asset management activities.

Action plans

1. Manage agency's Real Estate Division to provide acquisition, relocation, transit-oriented development, joint development and asset management services for the agency.
2. Continue acquisitions and relocations in support of each line of business's capital program. Specifically, acquire properties and relocate occupants as necessary for the Link Initial Segment, Sounder Lakewood-Tacoma and Sounder Everett-Seattle projects as well as multiple projects for Regional Express.
3. Evaluate property inventory and begin the disposal of surplus property obtained from acquisition activities for Link's Initial Segment Project consistent with the agency's established Surplus Real Estate Disposal Policy.
4. Utilize the Asset Management System to track all Link Temporary Construction Easements and other property agreements for Link Initial Segment to assure property is available for construction as required by contractor.

Safety and Fleet

Objectives

1. Prevent accidents and manage immediate risks to the public, workers or the environment.
2. Develop and implement integrated safety and health programs.
3. Achieve compliance with all applicable safety and health laws, regulations, and Federal Railway Administration (FRA) orders; prepare for external oversight and meet commitments to regulatory bodies (such as FRA/FTA recommendations accepted by Sound Transit, commitments with regulators, compliance agreements, etc.).
4. Provide a customer-focused, strategic and systematic approach to fleet issues.

Action plans

1. Conduct construction safety audits on active construction projects. Perform internal auditing of programs.

2. Worker qualification (including training programs and renewals): Workers performing tasks that require verified training where they must demonstrate appropriate independent knowledge and skills in the work to be conducted, receive training in the safety procedures associated with the assignment to be performed. Such demonstration of knowledge can be by satisfactorily passing an examination conducted by Sound Transit, by observed performance of the task, or by formal certified training from an external agency.
3. The Safety and Fleet Division will assess the need for, evaluate, and provide personal protective equipment and devices as necessary for Sound Transit employees and visitors.
4. Conduct training and execute emergency exercises that test operations, contingency and response plans. Sound Transit will perform an annual emergency exercise on Tacoma Link light rail and a biannual exercise on Sounder commuter rail in association with local area responders; Sound Transit will provide 100 man-hours of training to local jurisdictions.
5. Maintain a high level of vehicle availability (85% as measured by available work hours and vehicles) in provision of a nonrevenue fleet.

Security and Facilities

Objectives

1. Provide a safe and secure system for employees and customers. Create a seamless, coordinated response to incidents occurring throughout our service area to ensure the protection of individuals and property.
2. Develop, implement and monitor programs, policies and procedures that reduce crime and the perception of crime through organizational and community involvement and awareness.
3. Develop, implement and monitor training for Sound Transit staff, the public, affected public safety and emergency response agencies.
4. Provide the optimum level of maintenance service, delivered safely, on time, with high quality, and at a reasonable cost, for all facilities owned or operated by Sound Transit, while providing responsive customer service to the agency's internal and external customers.
5. Provide management and oversight of the Great Hall and Concourse at Union Station, maintaining their integrity as public spaces. Support and implement agency activities relating to the *Sound Move Plan* within these facilities. Generate revenues from private use of the Great Hall whenever possible.

Action plans

1. Arrange for security/police services for Tacoma Link, as follows:
 - (a) Work with City of Tacoma Police Department to identify security issues and mitigation steps.
 - (b) Develop security strategies, procedures, and post orders.
 - (c) Provide operational training for security and/or police personnel.
 - (d) Manage/coordinate SWAT training for City of Tacoma Police Department on Link light rail equipment.
2. Refine anti-terrorism security standards and procedures for Sound Transit facilities. This will include perimeter, entry, interior and vehicle security.

3. Improve event opportunities for the Great Hall by developing new use guidelines and increasing marketing efforts.
4. Continue refinement of Sound Transit facilities maintenance tracking system by conducting work-order audit and user survey, streamlining data and filing process and modifying the Maintenance Priority System.
5. Continue to work with various internal departments/divisions and partner agencies to support the use of technology, as follows:
 - (a) Closed Circuit Television (CCTV) systems
 - (b) Panic/Duress alarms
 - (c) Access control alarms
 - (d) Maintenance support analysis
 - (e) Technology research

Transit Oriented Development

Objectives

1. Provide support, resources and technical assistance to internal clients in Link, Sounder and Regional Express in support of Sound Transit's adopted Transit Oriented Development (TOD) and Real Property policies, procedures and guidelines.
2. Provide support, resources and technical assistance to regional partners including local jurisdictions and other public agencies that support Sound Transit's TOD goals and objectives.
3. Provide assistance in the development of meaningful work agendas which support *Sound Move* Appendix D's framework for integrating the regional transit system and land use.
4. Continue to develop and strengthen the board-approved TOD Program at Sound Transit within the Real Estate Division. Apply criteria as developed by RE/TOD subcommittee to assure opportunities are identified, preserved and pursued as appropriate.

Action plans

1. Continue to provide required resources, information and technical assistance to the lines of business. Provide consultant oversight, undertake feasibility studies, fiscal analysis and studies for site and station-area specific locations within *Sound Move*. This includes TOD training opportunities for project managers, and managing feasibility and station-area planning studies at the local jurisdiction level. Specific actions include the North Link TOD Strategy and the Real Property Investment Strategy.
2. Continue to provide technical assistance, resources and information to regional partners, including local jurisdictions preparing plans, programs, or properties in support of TOD projects, *Sound Move*'s regional transit goals and objectives (per Appendix H of *Sound Move*), and the Growth Management Act. Specific jurisdictions that may receive this assistance include Issaquah, Mukilteo and Sumner, based on existing requests for assistance.
3. Manage consultant preparation of site-specific pre-development technical studies, plans, and financial packages for two TOD sites: Woodinville and Rainier Valley.

<i>Transit Oriented Development</i>		
2004 Budget Summary (\$000s)		
	<u>2004 Proposed Budget</u>	<u>Lifetime Adopted Budget</u>
Operating Expenditures	\$ 440	\$ 1,064
Capital	-	100
TOTAL	\$ 440	\$ 1,164

Administrative Services Operating Budget

	2002 ACTUALS	ADOPTED 2003 BUDGET	2003 ACTUALS	ADOPTED 2004 BUDGET
SALARIES AND BENEFITS				
Salaries	\$ 2,928,705	\$ 3,812,695	\$ 3,232,836	\$ 3,696,861
Benefits	1,371,246	1,693,961	1,569,187	1,782,645
<i>Subtotal</i>	4,299,952	5,506,656	4,802,022	5,479,506
SERVICES				
Consultant/Management	420,290	591,510	233,196	615,250
Legal	-	10,000	-	-
Accounting/Auditing	3,316	5,000	5,083	-
Maintenance	285,781	516,206	302,427	421,841
Hardware/Software Maint.	-	-	-	-
Printing/Binding	11,235	23,750	22,503	61,750
Advertising/Marketing	761	2,000	425	2,000
Interlocal Agreements	-	-	-	-
Other Services	644,238	828,523	919,848	800,771
<i>Subtotal</i>	1,365,620	1,976,989	1,483,481	1,901,612
MATERIALS AND SUPPLIES				
Office Supplies	69,483	56,340	251,349	150,760
Postage	7,794	32,800	50,170	74,800
Small Equipment/Furniture	33,505	9,850	56,776	13,874
Other Materials & Supplies	43,878	89,950	101,611	101,380
<i>Subtotal</i>	154,660	188,940	459,906	340,814
MISCELLANEOUS EXPENSES				
Dues & Memberships	7,736	12,065	7,144	6,610
Travel & Meetings	72,476	54,943	26,754	44,996
Books & Subscriptions	16,212	8,900	17,529	15,150
Training	31,364	68,570	32,790	55,040
Contingency	-	-	-	-
Other Misc. Expenses	101,091	123,720	106,454	107,389
<i>Subtotal</i>	228,879	268,198	190,671	229,185
LEASES AND RENTALS				
Admin. Facilities Rental	449	-	-	11,652
Leased Vehicles/Parking	198,048	176,243	167,736	191,167
Meeting Space	-	11,000	2,682	11,000
Leased Furniture & Eqpt.	2,470	20,648	19,536	90,028
<i>Subtotal</i>	200,966	207,891	189,954	303,847
OTHER EXPENSES				
Utilities	153,919	167,729	174,311	188,043
Insurance	157	-	(10,266)	2,000
Interest Expense	151	-	15,921	28,000
Depreciation	-	-	-	-
Taxes	4,687	100	3,976	1,577
<i>Subtotal</i>	158,914	167,829	183,941	219,620
TOTAL STAFF OPERATIONS	\$6,408,991	\$8,316,503	\$7,309,975	\$8,474,584

Department	Transit Oriented Development	Description						
Project		Summaries						
3401	Ashway TOD	<table border="1"> <tr> <td>Baseline (in \$000)</td> <td>\$0</td> </tr> <tr> <td>Current Budget (in \$000)</td> <td>\$100</td> </tr> <tr> <td>Adopted Budget (in \$000)</td> <td>\$100</td> </tr> </table>	Baseline (in \$000)	\$0	Current Budget (in \$000)	\$100	Adopted Budget (in \$000)	\$100
Baseline (in \$000)	\$0							
Current Budget (in \$000)	\$100							
Adopted Budget (in \$000)	\$100							
		This TOD facility enhancement project provides matching funds for a \$290,000 signalized intersection between the Park & Ride lot and a new transit/pedestrian village, Nevberry Square.						
		This project is complete and remaining funds were transferred to back to sources.						
		This project was funded by three sources, 85,000 from ST Art fund, 85,000 from TOD portion of Research and Technology fund and 52,000 from Regional express. \$100,000 was will be spent in early 2004 and 85,000 was returned to Art fund and 37,000 was returned to R & T fund.						

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$0	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$100
Total	\$0	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$100

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Agency Administration	\$0	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$100
Total	\$0	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$100

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COMMUNICATIONS

OBJECTIVES AND ACTION PLANS

CCO Office

Objectives

1. Plan comprehensive communications strategies for reporting to the public about agency activities, the frequency and availability of Sound Transit services, and progress toward implementing *Sound Move*.
2. Provide the media with timely, consistent and accurate information, ensure the agency's perspective is represented in media accounts of significant events, promote positive news coverage and respond to inaccurate information in the media.
3. Foster and maintain constructive working relationships with elected officials and senior agency staff at the federal, state, and local government levels as well as with key stakeholders.
4. Coordinate communications and outreach in support of increasing construction activities and major agency transit planning efforts.

Action plans

1. Publicize board actions, increase awareness of agency projects and services, promote ridership, and showcase progress toward implementing *Sound Move*. This will be an integrated approach using paid media to reach citizens directly; public access cable television programming; regular media briefings; customer information; agency newsletters; direct mailings; direct outreach to grassroots organizations; and special events.
2. Coordinate establishment of agencywide milestones for 2004, publicize the milestones, publicize achievement of individual milestones throughout the year, and issue an agencywide performance report toward the end of the year.
3. Manage the agencywide media relations plan, including:
 - (a) Support the agency's board and senior staff by helping develop messages that clearly and concisely communicate Sound Transit activities;
 - (b) Encourage media to cover achievement of agency milestones and progress toward *Sound Move*;
 - (c) Monitor media coverage and provide feedback to reporters; and
 - (d) Coordinate timely and effective responses to media inquiries as they evolve. Educate staff about the agency's media relations policy.

Creative Services

Objectives

Provide support for the creation, design, production, duplication and delivery of a wide range of products and items in support of the public communications needs of Sound Transit.

Action plans

1. Provide design and production services for the creation of informational materials to support the agency's efforts to inform the public about its progress, projects, and services.
 - (a) Design and produce over 500 products upon request (event mailers, maps, fact sheets, brochures, posters, newsletters, displays, etc.).
 - (b) Prepare and produce the Get Ready to Ride Guide and other transit service change.
 - (c) Produce targeted video programs as directed.
2. Provide audio, video and photographic services in order to inform the public about the agency's progress, projects and services. These services include production of a cable video magazine, board meeting video coverage, targeted video products and photo/video documentation of special events and milestones.
 - (a) Produce six In Motion video magazine episodes.
 - (b) Videotape and release 18 – 24 Sound Transit Board meetings for cablecast on government access cable.
 - (c) Produce one or more photo-realistic still or moving simulations of potential or planned Sound Transit services or projects.
 - (d) Provide video coverage for agency special events.

Customer Service and Information

Objectives

1. Provide customer service to internal and external customers through coordinated customer comment system, enhanced database coordination, and increased utilization of resource services.
2. Provide start-up, training and increased customer services for Tacoma Link and additional Sounder operational services.
3. Provide reception services for public and agency staff.

Action plans

1. Develop agencywide customer comment database to include operations and project comments, response tracking and report development. Coordinate and oversee response tracking and report production. Oversee and implement coordinated responses for e-mail and written correspondence.
2. Develop service start-up, customer service and training materials for staff and transit partners. Develop rider information materials for Tacoma Link and additional Sounder services. Enhance comment system to include Tacoma Link operations and expanded Sounder services.
3. Maintain and improve customer assistance program to serve Sound Transit's riders. Coordinate and oversee print and electronic information to help Sound Transit customers use its services. This includes three editions of the "Get Ready to Ride" guide. Work with Web team to review and improve Web communication related to operational services. Coordinate rider information services related to operational services with transit partners.
4. Maintain systematic organization of agency publications. Provide public access to agency reports. Assist with public disclosure requests. Provide research services to support the

information needs of the agency and its staff. Disseminate agency publications to public library systems in the district.

5. Design and maintain information databases to support the communication and business needs of the agency. Databases include contacts mailing list, outreach meetings, customer comments, media, strategic communications and events planning.
6. Reception: Provide effective and efficient frontline services for walk-in and telephone customers and agency staff. Provide access to online interpreters and TTY telephone service to address customer and agency business needs. Support department with tasks as requested.

External Relations

Objectives

1. Develop and maintain positive working relationships with a broad spectrum of community organizations with an interest in Sound Move implementation. In addition, maintain an effective level of outreach in order to inform the general public of Sound Transit activities..
2. Integrate community outreach activity with activities conducted by other divisions with Communications Department.
3. Work with outreach and project staff in lines of business to coordinate project-specific outreach with corporate outreach.
4. Develop, refine and manage the corporate and Link community outreach program for Central Link light rail in downtown Seattle.
5. Manage contracts for translation and interpretation contractors.

Action plans

1. Oversee implementation of the Speakers Bureau plan. Administer the agency's Speakers Bureau and provide presentation support and guidance to agency staff; represent the agency at community and business organization events. Review and report on Events and Meetings database.
2. Continue community relations that targets specific groups including transit activists, environmental organizations, labor, and business (including trade associations and professional organizations). Inform such groups of Sound Transit activities under Sound Move, as well as major issues affecting transit projects and service pending before local, state, and federal policy makers.
3. Manage contract services for translation and interpretation services for outreach to, and communication with non-English proficient people, excluding Link light rail and Real Estate, who manage their own contracts.
4. Maintain a uniform and consistent Web site design, presenting Sound Transit and its service lines as a unified agency.

Government Relations

Objectives

1. **Federal - Congressional:** Advance, promote and protect Sound Transit's interests in Washington, D.C., particularly the agency's interest in securing federal funding, through contact with congressional delegation and with members and staff of the transportation committees.
2. **Federal - Executive:** Advance the agency's interests with the executive branch, including senior administration officials and agency officials, such as the Federal Transit Administration (FTA), the Federal Highway Administration (FHWA) and the U.S. Department of Transportation, particularly related to Link's Full Funding Grant Agreement (FFGA) and Sounder's New Starts grant funding.
3. **State:** Advance, promote and protect Sound Transit's interests in Olympia with the Washington State Legislature and the Executive Branch, through regular contact with the governor, legislators and executive branch agencies.
4. **Local:** Advance the agency's interests within local government around the region. Represent Sound Transit and advance its policy interests with local jurisdictions' elected officials and staff – in coordination with other departments.

Action plans

Federal

1. Obtain Sound Transit's FY 2005 appropriations for Link, Sounder and ST Express.
2. Assist in securing federal competitive funding and ensuring compliance with federal regulations for Link, Sounder and ST Express in conjunction with interdepartmental teams.
3. Assist in securing federal competitive funding and ensuring compliance with federal regulations for Link, Sounder and ST Express in conjunction with interdepartmental teams.

State

Advance Sound Transit's legislative program during the 2004 legislative session. Monitor, analyze, and advocate for or against legislation that potentially impacts Sound Transit's interests.

Local

Implement a local government relations program. Coordinate with other Sound Transit departments to assure that local jurisdictions are well informed about Sound Transit and its progress in implementing *Sound Move*; this effort will include one-on-one briefings, meetings, and tours.

Marketing

Objectives

1. Build customer satisfaction, ridership and use of services and facilities.
2. Expand awareness of the agency, its services, its facilities and its progress on delivering a regional transit system.
3. Expand advertising to multicultural audiences.
4. Work with regional transit partners to promote the regional transit network.

Action plans

1. Refine and implement an umbrella marketing/advertising plan for the agency including individual plans for each service line. Develop coordinated advertising campaigns to continue to build awareness of Sound Transit services and facilities while increasing ridership. Help Link implement a construction mitigation marketing plan in affected neighborhoods. Use advertising to help educate the public on the variety of mobility options being offered by Sound Transit.
2. Develop promotions and special events to continue to build awareness of Sound Transit and its services. This will include route promotions, groundbreakings and ribbon cuttings.

Public Art

Objective

Work with artists, community, and project staff to develop art projects for ST Express, Sounder, and Link light rail to reflect the community's interests and that reflect positively on the agency. Ensure art projects are sustainable and are consistent with project designs and schedules.

Action plans

1. Ensure that artworks installed for the Sounder south segment stations, the Tacoma Dome Station Plaza, Tacoma Link, the South Hill Park-and-Ride Lot, the Lynnwood Transit Center, DuPont Park-and-Ride, Sunset Interchange, and the Overlake Transit Center are functioning appropriately and that the artists have met their contractual obligations for maintenance of the artwork.
2. Oversee fabrication and installation of artwork for the Sounder King Street Station. Oversee design of artwork for the Mukilteo, Lakewood and South Tacoma Sounder Stations.
3. Oversee fabrication and design of artwork for the following Regional Express projects: Bellevue Transit Center, I-5 at Ash Way, Sammamish Park-and-Ride Lot, Kirkland Transit Center and HOV Access Improvements, Federal Way Transit Center, I-5 at 317th.
4. Ensure the completion of designs, specifications and engineering for all artworks in the central Link construction documents.
5. Select artists, manage contracts to propose art for the following Regional Express projects: North Everett Transit Centers, Bothell Branch Campus, Bothell/Canyon Park Flyer Stop, Kirkland Project Group, I-90 at Eastgate, Mercer Island Park-and-Ride Lot and Transit Center, Woodinville Arterial HOV Enhancements, Issaquah Transit Center, Totem Lake Transit Center, and Bellevue Access Road Station.
6. Keep the Sound Transit Board informed of art program activities. Keep the arts community informed about and involved in Sound Transit activities by attending meetings, leading tours, and producing materials for distribution. Involve arts community and the community-at-large in planning for art projects, selection of artists, and implementation of art projects.

Communication Department Operating Budget

	2002 ACTUALS	ADOPTED 2003 BUDGET	2003 ACTUALS	ADOPTED 2004 BUDGET
SALARIES AND BENEFITS				
Salaries	\$ 1,721,507	\$ 2,468,151	\$ 1,866,828	\$ 2,258,157
Benefits	849,314	1,114,087	913,706	1,081,641
<i>Subtotal</i>	<i>2,570,821</i>	<i>3,582,238</i>	<i>2,780,534</i>	<i>3,339,798</i>
SERVICES				
Consultant/Management	784,136	896,000	773,509	755,000
Legal	-	-	-	-
Accounting/Auditing	-	-	-	-
Maintenance	908	13,500	2,590	11,500
Hardware/Software Maint.	-	-	625	-
Printing/Binding	55,534	235,700	91,760	210,700
Advertising/Marketing	164,141	280,000	138,209	295,000
Interlocal Agreements	-	-	-	-
Other Services	167,706	281,650	174,808	173,850
<i>Subtotal</i>	<i>1,172,425</i>	<i>1,706,850</i>	<i>1,181,501</i>	<i>1,446,050</i>
MATERIALS AND SUPPLIES				
Office Supplies	159,943	121,900	36,700	42,600
Postage	71,195	99,250	2,925	17,900
Small Equipment/Furniture	24,928	15,896	30,377	15,600
Other Materials & Supplies	18,446	75,250	25,709	57,500
<i>Subtotal</i>	<i>274,512</i>	<i>312,296</i>	<i>95,711</i>	<i>133,600</i>
MISCELLANEOUS EXPENSES				
Dues & Memberships	8,796	18,187	12,880	18,392
Travel & Meetings	39,038	91,625	21,715	91,625
Books & Subscriptions	8,253	10,600	6,027	11,000
Training	3,006	22,227	2,626	12,470
Contingency	-	-	-	-
Other Misc. Expenses	657,080	1,032,800	1,044,703	957,500
<i>Subtotal</i>	<i>716,173</i>	<i>1,175,439</i>	<i>1,087,951</i>	<i>1,090,987</i>
LEASES AND RENTALS				
Admin. Facilities Rental	-	-	-	-
Leased Vehicles/Parking	-	-	122	-
Meeting Space	2,395	-	-	5,000
Leased Furniture & Eqpt.	6,504	-	1,000	-
<i>Subtotal</i>	<i>8,899</i>	<i>-</i>	<i>1,122</i>	<i>5,000</i>
OTHER EXPENSES				
Utilities	167	-	505	-
Insurance	-	-	-	-
Interest Expense	12,593	28,471	-	-
Depreciation	-	-	-	-
Taxes	-	-	-	-
<i>Subtotal</i>	<i>12,760</i>	<i>28,471</i>	<i>505</i>	<i>-</i>
TOTAL STAFF OPERATIONS	\$4,755,589	\$6,805,294	\$5,147,325	\$6,015,435

Department**Regional fund****Project :****Description**

Sound Transit Public Art Program

The Sound Transit Art Program - SStart - is responsible for incorporating public art into the design of Sound Transit systems and facilities. The artwork will reflect the communities served and contribute to a positive experience for customers. In 2004 the program will focus on final design of artworks to be integrated into Central Link; design of artwork for the Mukilteo, Lakewood and S. Tacoma Sounder Stations; design and fabrication of artwork for the Bellevue Transit Center, I-5 at Ash Way, Sammamish Park-and-Ride Lot, Kirkland Transit Center and HOV Access Improvements, Federal Way Transit Center, I-5 at 317th; artist selection and proposal development for the North Everett Transit Center, Bothell Branch Campus, Bothell/Canyon Park Flyer Stop, Kirkland Project Group, I-90 at Eastgate, Mercer Island Park-and-Ride Lot and Transit Center, Woodinville Arterial HOV Enhancements, Issaquah Transit Center, Totem Lake Transit Center, and Bellevue Access; and ensuring that installed artworks are maintained.

Summaries

	Baseline (in YOE \$000)	\$0
	Current Budget (in YOE \$000)	\$17,801
	Adopted Budget (in YOE \$000)	\$17,801

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Snohomish County	\$166	\$264	\$312	\$152	\$251	\$0	\$0	\$0	\$1,145
North King County	\$696	\$194	\$750	\$739	\$750	\$1,250	\$1,962	\$1,250	\$7,591
South King County	\$627	\$212	\$474	\$424	\$281	\$550	\$1,058	\$1,150	\$4,777
East King County	\$383	\$85	\$500	\$986	\$772	\$0	\$0	\$0	\$2,725
Pierce County	\$747	\$296	\$183	\$85	\$150	\$102	\$0	\$0	\$1,563
Total	\$2,619	\$1,051	\$2,219	\$2,386	\$2,204	\$1,902	\$3,020	\$2,400	\$17,801

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FINANCE AND INFORMATION TECHNOLOGY

OBJECTIVES AND ACTION PLANS

CFO Office

Objectives

1. Provide financial and information services support to the Sound Transit Board, executive management, management and agency staff consistent with the adopted *Sound Move* plan and Sound Transit Board policies. Provide management oversight to Budget, Accounting and Treasury, Grants, Information Services, and Risk Management divisions.
2. Develop, implement, and monitor long-range financial planning and execute financing as necessary. Provide for the issuance of debt at the lowest possible cost while minimizing risk to Sound Transit and its investors.
3. Assist in providing financial and administrative audit services to the Sound Transit Board, executive management and lines of business consistent with the adopted *Sound Move* plan and Sound Transit Board policies.
4. Provide effective internal and external financial reporting to board, executive and agency management.

Action plans

- 1a Provide overall strategic direction to departmental staff and consultants for Sound Move implementation, coordinating the activities of the various department divisions. Define work programs and schedules in an efficient and cost-effective manner. Partner and integrate services within Sound Transit when possible.
- 1b Provide staffing and support to Sound Transit Board's Finance Committee in keeping with their financial oversight function. Ensure open, timely and responsive communication in support of the Committee's work. Staff the Audit and Reporting Subcommittee's quarterly meetings.
- 2a Present an updated 2005 Financial Plan to the board concurrent with its consideration of the Proposed 2005 Budget. Maintain accurate, comprehensive subarea revenue and inflation forecasting.
- 2b Monitor agency cash requirements and opportunities in capital markets and make recommendations to the board regarding issuance of debt or restructuring of existing debt. If the board authorizes issuance of debt, execute transaction so as to achieve the lowest possible true interest costs. As a target, Sound Transit debt should be issued at no more than 25 basis points higher than the municipal debt scale. Lead, evaluate and, as appropriate, execute innovative financing techniques for Sound Transit so as to maximize the funding resources available.
3. Assist with the management of external audits, and perform fraud audits as identified.
4. Improve existing financial reporting. Create department and agencywide reporting group.

Budget

Objectives

1. Provide financial management services, guidance, and analytical support to Sound Transit staff using those financial concepts, tools and techniques that result in the most effective use of Sound Transit financial resources. Apply and promote prudent financial practices.
2. Develop, implement and monitor staff operating, transit operations and capital spending plans consistent with the adopted *Sound Move* plan, Sound Transit policies and best industry practices.

Action plans

1. Provide timely and accurate financial analysis services to LOBs and other departments. Complete projects as assigned on schedule.
- 2a Monitor the Adopted 2004 Budget and submit timely status reports and updates to the board. Provide budget monitoring and coordination services (analysis, tracking, and reporting) to the lines of business and other departments throughout the year. Review budget-to-actual reports and comment on as prescribed in the monthly financial calendar. Produce quarterly budget-to-actual status reports on Sound Transit financial activity, including capital and operating projects for presentation to Finance Committee.
- 2b Produce the Proposed 2005 Budget for consideration by the board no later than October 1, 2004. Provide necessary budget development services to all departments. Provide analytic services and other staff resources to the board to allow its passage of the 2005 Budget before December 31, 2004.
- 2c Implement a comprehensive integrated capital budgeting system with project controls, financial planning and accounting. Assess current enterprise planning system capital budgeting capability and procure functionality not available.

Accounting Services

Objectives

1. Maintain Sound Transit's accounting system and associated accounting policies and procedures. Ensure that financial transactions are recorded in a timely manner and in accordance with GAAP and GAS. Provide strong internal financial control environment.
2. Maintain and enhance financial reporting that includes subarea equity, operations, fare box recovery and general and administrative expenditures.
3. Analyze and report on revenues, ensuring all revenues to which Sound Transit is entitled are collected and accrued as they are earned, and provide timely operating revenue information to the lines of business.
4. Manage ongoing annual financial.
5. Manage the agency's cash and investment portfolio in order to maximize agency investment income while ensuring a high level of security of those funds and adequate flexibility to meet financial obligations. Manage agency banking services. Effectively manage grant reimbursements.

Action plans

- 1a Conduct a OneWorld User Outreach Survey and develop a plan for system improvement, enhancement and user training. Form agencywide OneWorld user group and develop “super users” to support the LOBs and administrative departments.
- 1b Evaluate and implement OneWorld Enterprise Management, Expense Management and Time Care Automation and Self Service modules.
- 2a Conduct a detailed analysis of existing reporting structure and reports. Develop a reporting strategy, framework and policies for report development, administration and maintenance. Implement recommendations and provide agencywide training as appropriate.
- 2b Enhance subarea reporting to monitor subarea equity compliance and implement monthly and quarterly reporting. Develop and maintain detailed transit operations and revenue reporting.
3. Develop and maintain overall revenue reporting that includes transit operations and miscellaneous revenue.
4. Manage ongoing annual financial and federal audit for completion by the end of May 2004 and completion of the state audit by the agreed-upon deadline. Achieve unqualified opinions.
5. Implement automated monthly cash flow reporting. Work closely with Budget, Financial Planning and Project Control on detailed cash flow forecasting and its impact on the agency’s cash and investment management and asset liability management programs.

Grants Management

Objectives

1. Manage implementation and agencywide coordination of grant funding program.
2. Manage administration of all grant funding per federal and state requirements.
3. Maximize grant revenue for agency in keeping with board policy and *Sound Move* goals.
4. Provide clear grant reporting and tracking tools for agencywide and board distribution.

Action plans

1. Maintain grant-eligible projects, develop plans to secure sources of funding and maintaining partnerships that enhance Sound Transit’s competitive funding position.
2. Serve as liaison to FTA, PSRC and other grantor agencies. Coordinate grant budget development, amendments, execution, drawdowns and closeout for all grants. Communicate regulatory requirements for grant-funded projects and coordinate federal funding project approvals.
3. Update annual baseline grant funding levels for Financial Plan. Communicate grant information to board, project partners and other stakeholders as appropriate.
4. Maintain automated tools for grant progress reporting, complete quarterly Agency Progress Reports for grant activity, providing six-month updates on grant program to Finance Committee and COP and maintain projected-to-actual grant funding forecasts for six-month update to Financial Plan.

Information Services

Objectives

1. Upgrade and maintain agency computer and telecommunications resources. Upgrade applications to take advantage of web technology and install workstation administration and deployment tools to lower workstation administrative overhead.
2. Provide excellent customer service to user base to ensure efficient and knowledgeable use of agency technology resources.
3. Assist agency staff to align business needs and processes with applications and infrastructure to optimize use of agency technology resources. Provide technical and planning support for internal agency initiatives and long-range, external projects in collaboration with the LOBs and corporate support departments.

Action plans

- 1a Expand network to construction sites to facilitate efficient construction management decision-making. Provide additional remote access options to agency computer users.
- 1b Upgrade systems with web and thin client technology to enhance usability of applications at remote sites and increase administrative efficiency. Deploy remote management tools to support agency systems throughout a larger network topology.
- 1c Configure and deploy Virtual Private Network (VPN) technology and provide broadband remote connectivity to agency network.
- 1d Upgrade OneWorld to simplify administration and use and expand capabilities in budgeting, job cost, and integration with other systems. Champion systems use and partner with departments using OneWorld functionality.
2. Continue to provide end-user Help Desk and network services support and timely resolution for desktop, telecommunications and network/infrastructure issues in Union Station, Opus, and remote sites. Develop standard reporting mechanisms for operations and project progress reporting. Maintain customer service standards through a Service Level Agreement and monitor compliance with service standards. Benchmark service level agreement goals and improve customer service response times.
- 3a Provide technical support for internal agency project controls integration, document management system workflows and drawing control, and agencywide application upgrades.
- 3b Provide technical analysis and planning services to the Office of Policy and Planning (OPP) for Smart Card implementation. Collaborate with King County Metro to develop a technology plan for the operation of Central Link light rail.
- 3c Provide ongoing, adequate, appropriate training for all IS employees to gain and enhance skills in network management, application support, system integration, system support, planning and system management.

Risk Management

Objectives

1. Develop, administer, and manage Sound Transit's risk and insurance programs for all agency and line-of-business assets and operations.
2. Establish claims administration protocols for broker, insurance underwriters and all lines-of-business. Coordinate claims handling.
3. Review Sound Transit contracts and confirm or provide appropriate risk and indemnity provisions.
4. Provide safety and loss prevention resources to the agency and all LOBs in order to mitigate or eliminate loss of human and physical assets.

Action plans

- 1a Provide each line-of-business with optimal insurance and self-retained programs. Maintain insurance coverage for all Sound Transit risk at all times or explicitly identify self-funded risks and mitigation and funding strategies for it. Conduct annual insurance policy renewal negotiation process for agency/LOB operations. Through regular communications with each line of business, identify newly acquired property and determine need for insurance, providing necessary information to insurers through Sound Transit's designated broker within 30 days of acquisition.
- 1b Effectively manage and administer agency OCIP program. Continue negotiations to extent OCIP coverage to 2009.
- 1c Effectively manage Sound Transit insurance brokerage contract.
2. Respond within 24-hours to line-of-business claims requests, confirming how and when the claim solution will be executed. Provide liaison services between the claimant(s), ST Legal and the insurance company claims representative(s) until all claims have been successfully resolved for all LOBs and the agency. Evaluate the agency's need and ability to properly administer and fund all claims that are not covered by insurance. Develop a claims administration program for handling claims not covered by insurance or, if necessary, solicit competitive bids from qualified companies to provide this service.
3. Review all contracts, purchase order and operating agreements to confirm that insurance and indemnification provisions are consistent with Sound Transit Risk Management policies. Maintain contract with ST Legal, Contracts and all LOBs to achieve consistent contract review processes.
4. Actively participate in the agency's Safety Committee and attend all pre-construction meetings to address safety and loss prevention issues. Provide loss prevention resources to all lines-of-business. Provide Central Link with pre-construction safety, loss prevention, video and seismic monitoring by coordinating resources through Sound Transit's broker and OCIP underwriters.

Finance & Information Technology Operating Budget

	2002 ACTUALS	ADOPTED 2003 BUDGET	2003 ACTUALS	ADOPTED 2004 BUDGET
SALARIES AND BENEFITS				
Salaries	\$ 2,464,470	\$ 3,387,802	\$ 2,663,287	\$ 3,383,556
Benefits	1,138,534	1,472,009	1,274,673	1,611,539
<i>Subtotal</i>	<i>3,603,004</i>	<i>4,859,811</i>	<i>3,937,960</i>	<i>4,995,095</i>
SERVICES				
Consultant/Management	427,851	834,900	723,480	956,000
Legal	-	-	31,252	-
Accounting/Auditing	547,834	482,500	437,306	350,000
Maintenance	414,760	8,150	21,444	-
Hardware/Software Maint.	-	437,920	421,181	786,070
Printing/Binding	9,967	31,350	13,073	26,600
Advertising/Marketing	1,243	6,200	-	-
Interlocal Agreements	-	-	-	360,000
Other Services	223,225	200,095	526,716	171,251
<i>Subtotal</i>	<i>1,624,880</i>	<i>2,001,115</i>	<i>2,174,451</i>	<i>2,649,921</i>
MATERIALS AND SUPPLIES				
Office Supplies	10,634	17,300	11,387	14,600
Postage	5	5,150	14	4,150
Small Equipment/Furniture	555,244	403,800	300,196	291,300
Other Materials & Supplies	11,497	65,250	22,114	43,900
<i>Subtotal</i>	<i>577,380</i>	<i>491,500</i>	<i>333,711</i>	<i>353,950</i>
MISCELLANEOUS EXPENSES				
Dues & Memberships	17,828	11,760	16,458	18,250
Travel & Meetings	57,657	63,002	56,917	53,408
Books & Subscriptions	11,629	11,265	8,870	12,670
Training	74,151	110,800	49,454	126,200
Contingency	-	-	-	-
Other Misc. Expenses	14,545	30,200	14,603	10,200
<i>Subtotal</i>	<i>175,809</i>	<i>227,027</i>	<i>146,301</i>	<i>220,728</i>
LEASES AND RENTALS				
Admin. Facilities Rental	-	5,000	-	5,000
Leased Vehicles/Parking	-	-	-	-
Meeting Space	-	1,500	-	1,500
Leased Furniture & Eqpt.	-	-	-	-
<i>Subtotal</i>	<i>-</i>	<i>6,500</i>	<i>-</i>	<i>6,500</i>
OTHER EXPENSES				
Utilities	282,026	419,240	333,173	405,060
Insurance	446,669	1,000,000	698,176	1,000,000
Interest Expense	269	-	300	1,000
Depreciation	-	-	-	-
Taxes	-	-	-	-
<i>Subtotal</i>	<i>728,963</i>	<i>1,419,240</i>	<i>1,031,649</i>	<i>1,406,060</i>
TOTAL STAFF OPERATIONS		<i>\$6,710,035</i>	<i>\$9,005,193</i>	<i>\$7,624,073</i>
		<i>\$9,632,254</i>		

AGENCYWIDE ADMINISTRATIVE BUDGET

Central Costs Operating Budget

	2002 ACTUALS	ADOPTED 2003 BUDGET	2003 ACTUALS	ADOPTED 2004 BUDGET
SALARIES AND BENEFITS				
Salaries	\$ -	\$ -	\$ -	\$ 163,038
Benefits	-	-	-	83,493
<i>Subtotal</i>	-	-	-	246,531
SERVICES				
Consultant/Management	-	-	-	-
Legal	-	-	-	-
Accounting/Auditing	-	-	-	-
Maintenance	(139,329)	-	-	-
Hardware/Software Maint.	-	-	-	-
Printing/Binding	-	-	-	-
Advertising/Marketing	-	-	-	-
Interlocal Agreements	165	174,000	172,258	176,098
Other Services	-	-	-	-
<i>Subtotal</i>	(139,163)	174,000	172,258	176,098
MATERIALS AND SUPPLIES				
Office Supplies	-	-	-	-
Postage	-	-	-	-
Small Equipment/Furniture	-	-	-	-
Other Materials & Supplies	-	-	-	-
<i>Subtotal</i>	-	-	-	-
MISCELLANEOUS EXPENSES				
Dues & Memberships	165,601	107,000	184,950	161,094
Travel & Meetings	-	-	-	-
Books & Subscriptions	-	-	-	-
Training	-	-	-	-
Contingency	-	-	-	-
Other Misc. Expenses	-	-	-	-
<i>Subtotal</i>	165,601	107,000	184,950	161,094
LEASES AND RENTALS				
Admin. Facilities Rental	-	-	18,415	2,076,316
Leased Vehicles/Parking	-	-	-	-
Meeting Space	-	-	-	-
Leased Furniture & Eqpt.	-	-	-	-
<i>Subtotal</i>	-	-	18,415	2,076,316
OTHER EXPENSES				
Utilities	-	-	-	-
Insurance	-	-	-	-
Interest Expense	-	-	-	-
Depreciation	2,937,121	2,851,374	2,810,341	2,984,356
Taxes	374,967	-	-	-
<i>Subtotal</i>	3,312,087	2,851,374	2,810,341	2,984,356
TOTAL STAFF OPERATIONS	\$3,338,525	\$3,132,374	\$3,185,963	\$5,644,395

Adopted 2004 Budget by Project Regional Fund

Project Number and Name	1997-2002	2003	2004	2005	2006	2007	2008	2009	Total
001 Agency Administration	9,704	870	1,090	1,000	1,000	1,000	1,000	933	16,596
401 Ashway TOD	0	0	100	0	0	0	0	0	100
405 Fare Integration	0	605	4,809	686	1,753	0	0	0	7,853
410 Research & Technology	678	3,275	1,097	49	769	1,484	1,484	1,484	10,318
Regional Fund	10,382	4,749	7,096	1,735	3,522	2,484	2,484	2,416	34,867

Department	Regional Fund	Description
Project		Summaries
001	Agency Administration	Baseline (in YOE\$000) \$0
		Current Budget (in YOE\$000) \$16,596
		Adopted Budget (in YOE\$000) \$16,596

Summaries

This budget item is the cost of Sound Transit staff administration capital. Only those items that meet the current accounting capitalization threshold of \$5,000 per item are included here. All of these items are funded out of the Regional Fund.

Capital Costs

Sub Area	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
Regional Fund	\$9,704	\$870	\$1,090	\$1,000	\$1,000	\$1,000	\$1,000	\$933	\$16,574
Total	\$9,704	\$870	\$1,090	\$1,000	\$1,000	\$1,000	\$1,000	\$933	\$16,574

Capital Cost Elements

Cost Element	1997-02	2003	2004	2005	2006	2007	2008	2009	Total
No Phase	\$9,704	\$870	\$1,090	\$1,000	\$1,000	\$1,000	\$1,000	\$933	\$16,574
Total	\$9,704	\$870	\$1,090	\$1,000	\$1,000	\$1,000	\$1,000	\$933	\$16,574

Sound Transit Administrative Capital Outlays

	Total Cost
Replacement vehicles	\$105,000
Servers and network capacity improvements	425,000
Field & office furniture/equipment	70,000
Software	490,000
TOTAL ADMIN. CAPITAL OUTLAYS	\$1,090,000

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COMMUNITY DEVELOPMENT FUND

On November 18, 1999, by Resolution No. R99-34, the Sound Transit Board established a \$50 million (YOE\$) Transit-Oriented Community Development Fund to be available to mitigate impacts of the construction and operation of light rail in Southeast Seattle. The CDF will be funded in two parts: the Community Development Account which will be funded and overseen by the City of Seattle and the Supplemental Mitigation Account to be overseen and funded by Sound Transit from contributions by the City of Seattle and King County.

During 2003, a non-profit corporation named the Rainier Valley Community Development Fund (RVCDF) was established by the community to implement the CDF programs as approved by the Sound Transit Board and City of Seattle in the adopted Operating Plan. The resources associated with the Supplemental Mitigation Account will be recorded and remain in Sound Transit's financial system until disbursed to affected parties. The RVCDF will provide services to Sound Transit in evaluating and recommending transactions for approved programs. To that end, Sound Transit executed a long-term service agreement with the RVCDF to implement the Supplemental Mitigation programs contained within the Operating Plan with the expectation that the City of Seattle will execute a long-term agreement for Community Development programs once developed later in 2003. The resources contained within the Supplemental Mitigation Account are Sound Transit's responsibility and as such 2004 transactions will be detailed in the proposed 2004 Sound Transit Budget as depicted below.

		<u>2004 Budget</u>
CDF Program Transactions:		
Mitigation Payments		2,425,000
Advances		2,725,000
Total 2004 Program Payments		5,150,000
CDF Administrative Costs:		
Service Contract Payments		532,510
Escrow Fees		10,000
Sound Transit Internal Costs		174,000
Total 2004 Administrative Costs		716,510
CDF Revenue:		
Interest on Advances		114,882
Interest on Idle Funds		19,818
Total CDF Revenue		134,700

1. 55 mitigation payments and 52 advances are projected in 2004.
2. Advances will be recorded on the balance sheet and will not be part of the operating budget.
3. Service contract payments are made monthly to the RVCDF for implementing the program.
4. Sound Transit internal fees are staff costs and other services incurred in supporting the program. Budgeted FTE costs are included in Central Costs of staff operating budget. All other administrative and program costs are included as Other Operating Projects.
5. Interest on advances is calculated based on repayments and outstanding balances as of December 31, 2004.
6. Interest on idle funds is calculated on Sound Transit funds segregated for CDF purposes.
7. Once the Link Utility Agreement is approved by the Sound Transit Board of Directors and the Seattle City Council, 2004 revenue figures for contributions from other governments will be updated to reflect approved amounts.

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APPENDIX A

SOUND TRANSIT STAFFING PLAN

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Sound Transit 2004 Staffing Plan Summary

	ADOPTED 2003 BUDGET FTEs	PROPOSED 2004 BUDGET FTEs	FTE INCREASE/ (DECREASE)
<u>NON-OPERATIONAL STAFF</u>			
ADMINISTRATIVE SERVICES			
CAO Office	3.0	2.0	(1.0)
Contracts Management	30.0	28.0	(2.0)
Diversity	5.0	5.0	-
GSC	-	3.0	3.0
Human Resources	7.0	6.0	(1.0)
Real Estate	11.0	12.0	1.0
Safety/Fleet	2.5	2.0	(0.5)
Security & Facilities	4.5	4.0	(0.5)
Transit Oriented Development	2.0	2.0	-
Total Administrative Services	65.0	64.0	(1.0)
BOARD ADMINISTRATION	6.0	5.4	(0.6)
EXECUTIVE			
Executive's Office	4.0	4.6	0.6
Office of Policy & Planning	11.0	10.0	(1.0)
Project Control	4.0	4.0	-
Total Executive	19.0	18.6	(0.4)
LEGAL SERVICES			
Environmental Compliance	4.0	6.0	2.0
General Counsel	11.0	11.0	0.0
Total Legal Services	15.0	17.0	2.0
COMMUNICATIONS			
CCO Office	11.5	6.5	(5.0)
Creative Services	9.0	6.0	(3.0)
Customer Service & Info.	7.35	8.35	1.0
Government Relations	7.0	3.5	(3.5)
External Relation	-	7.5	7.5
Marketing	6.0	5.0	(1.0)
Public Art	1.5	1.5	-
Total Communications	42.35	38.35	(4.0)
FINANCE & INFORMATION SERVICES			
CFO's Office	6.0	5.0	(1.0)
Finance & Budget	7.0	7.0	-
Financial Accounting	13.0	20.0	7.0
Grants Management	3.0	3.0	-
Information Systems	18.0	19.0	1.0
Risk Management	2.0	2.0	-
Treasury & Revenue	6.0	-	(6.0)
Total Finance & Information Services	55.0	56.0	1.0
LINK LIGHT RAIL			
Director's Office	4.0	5.0	1.0
Civil Engineering	13.0	16.0	3.0
Construction Management	7.0	7.0	-
Community Outreach	9.3	10.0	0.8
Environmental	3.0	2.0	(1.0)

Sound Transit 2004 Staffing Plan Summary

	ADOPTED 2003 BUDGET FTEs	PROPOSED 2004 BUDGET FTEs	FTE INCREASE/ (DECREASE)
Operations	3.0	3.0	-
LINK LIGHT RAIL (Continued)			
Project Controls	17.0	16.0	(1.0)
Project Development	11.0	10.0	(1.0)
Safety & Assurance	5.0	5.0	-
Systems Engineering	9.0	9.0	-
Total Link Light Rail	81.3	83.0	1.8
REGIONAL EXPRESS			
Director's Office	3.0	2.0	(1.0)
Bus	4.0	4.5	0.5
Capital Projects	19.0	19.5	0.5
Implementation	15.0	16.0	1.0
Total Regional Express	41.0	42.0	1.0
SOUNDER COMMUTER RAIL			
Director's Office	3.0	3.0	-
Staff	22.0	26.0	4.0
Total Sounder Commuter Rail	25.0	29.0	4.0
CENTRAL COST			
CDF Staff	-	2.0	2.0
Unallocated	-	3.0	3.0
Total Central Cost	0.0	5.0	5.0
TOTAL NON-OPERATIONAL STAFF	349.60	358.35	8.75
<u>OPERATIONAL STAFF</u>			
LINK LIGHT RAIL			
Operations			
Total Link Light Rail	13.8	16.0	2.2
13.8	16.0	2.2	
TOTAL OPERATIONAL STAFF	13.8	16.0	2.2
TOTAL AGENCY STAFF	363.40	374.35	10.95

Sound Transit 2004 Staffing Plan by Department

<u>NON-OPERATIONAL STAFF</u>		FTEs
ADMINISTRATIVE SERVICES		
CAO Office	Administrative Specialist	1
	Chief Administrative Officer	1
	<i>Subtotal</i>	2
Contracts Management	Contracts Manager	1
	Administrative Assistant	2
	Cost/Price Analyst	1
	Purchase Order Coordinator	2
	Contracts Coordinator	1
	Contracts Specialist	6
	Project Assistant	8
	Project Manager	7
	<i>Subtotal</i>	28
Diversity	Diversity Program Manager	1
	Diversity Program Specialist	2
	Project Coordinator	1
	Project Labor Agreement Specialist	1
	<i>Subtotal</i>	5
Human Resources	Administrative Assistant	1
	HR Manager	1
	Project Assistant	1
	Project Coordinator	1
	Senior HR Generalist	2
	<i>Subtotal</i>	6
Real Estate	Administrative Assistant	2
	Project Assistant	2
	Project Control Specialist	1
	Real Estate Manager	1
	Senior Real Property Representative	6
	<i>Subtotal</i>	12
Safety/Fleet	Safety Officer	1
	Safety Technician	1
	<i>Subtotal</i>	2
Security & Facilities	Administrative Assistant	1
	Facilities Project Manager	1
	Project Assistant	1
	Chief of Security	1
	<i>Subtotal</i>	4
Transit Oriented Development	Project Coordinator	1
	TOD Project Manager	1
	<i>Subtotal</i>	2
GSC	Support Assistant	2
	Project Coordinator	1
	<i>Subtotal</i>	3
Total Administrative Services		64

Sound Transit 2004 Staffing Plan by Department

BOARD ADMINISTRATION		FTEs
Administrative Specialist		0.4
Board Administrator		1
Board Coordinator		3
Records Management Coordinator		1
Total Board Administration		5.4
EXECUTIVE		FTEs
Executive's Office	Administrative Specialist	0.6
Office Manager		1
Deputy Chief Executive Officer		1
Chief Executive Office		1
Quality Assurance Manager		1
<i>Subtotal</i>		4.6
Office of Policy & Planning	Administrative Specialist	1
Office of Policy & Planning Officer		1
Program Manager		1
Project Coordinator		2
Project Development Coordinator		1
Project Manager		4
<i>Subtotal</i>		10
Project Control	Project Assistant	1
Project Control Coordinator		1
Project Control Manager - Agency		1
Senior Project Control Engineer		1
<i>Subtotal</i>		4
Total Executive		18.6
LEGAL SERVICES		FTEs
Environmental Compliance	Biologist	1
	Environmental Compliance Manager	1
	Environmental Planner, Sr.	1
	Project Assistant	1
	Senior Environmental Analyst	2
	<i>Subtotal</i>	6
General Counsel	Administrative Specialist	1
	Chief Counsel	1
	Deputy Director	1
	Legal Counsel	4.75
	Paralegal	1
	Project Assistant	2
	Staff Attorney .25 FTE	0.25
	<i>Subtotal</i>	11
Total Legal Services		17

Sound Transit 2004 Staffing Plan by Department

COMMUNICATIONS		FTEs
CCO Office	Administrative Assistant	0.5
	Administrative Specialist	1
	Chief Communications Officer	1
	Deputy Director of Communications	1
	Media Relations Specialist	2
	Project Assistant	1
	<i>Subtotal</i>	6.5
Creative Services	Graphic Design Specialist	3
	Graphic Designer	1
	Creative Services Manager	1
	Video Graphics Specialist	1
	<i>Subtotal</i>	6
Customer Service & Info.	Administrative Assistant	3
	Customer Service & Info Manager	1
	Customer Service Specialist	1
	Project Coordinator	0.75
	Info Center Specialist	0.6
	Project Assistant	1
	Project Assistant	1
	<i>Subtotal</i>	8.35
External Relations	Administrative Assistant	0.5
	Community Relations Coordinator	2
	Community Relations Specialist	1
	Communications Specialist	1
	External Relations Manager	1
	Writer/Editor	1
	Web Master	1
	<i>Subtotal</i>	7.5
Government Relations	Government Relations Specialist	3
	Administrative Assistant	0.5
	<i>Subtotal</i>	3.5
Marketing	Events & Promotions Specialist	1
	Marketing Manager	1
	Project Assistant	1
	Project Coordinator	1
	Writer/Editor	1
	<i>Subtotal</i>	5
Public Art	Arts Project Program Administrator	1
	Administrative Assistant	0.5
	<i>Subtotal</i>	1.5
Total Communications		38.35

Sound Transit 2004 Staffing Plan by Department

FINANCE & INFORMATION SERVICES		FTEs
CFO's Office	Administrative Specialist	1
	Project Assistant	1
	Deputy Director	1
	Economist	1
	Chief Financial Officer	1
	<i>Subtotal</i>	5
Finance & Budget	Senior Finance Analyst	6
	Budget Manager	1
	<i>Subtotal</i>	7
Financial Accounting	Accountant	2
	Accounting Manager	2
	Sr Cash Investment Analyst	1
	Accounts Payable Coordinator	1
	Controller	1
	General Ledger Accountant	1
	Internal Auditor	1
	JDE Program Analyst	1
	One World Administrator	1
	Payroll Coordinator	1
	Project Assistant	2
	Technical Analyst	1
	Senior Accountant	5
	<i>Subtotal</i>	20
Grants Management	Grants Administrator	1
	Grants Specialist	1
	Program Manager - Grants	1
	<i>Subtotal</i>	3
Information Systems	Administrative Assistant	1
	Business Manager	1
	Desktop Assistant	1
	Developer	1
	Help Desk Analyst	3
	Help Desk Technician	1
	Information Systems Manager	1
	Integration Analyst	1
	Network Engineer	1
	NT Administrator	3
	Project Manager	1
	Systems Administrator (Technical)	1
	Systems Analyst	1
	Telecommunications Specialist	1
	Vert. Appl. Suppt. Specialists	1
	<i>Subtotal</i>	19
Risk Management	Project Assistant	1
	Risk Manager	1
	<i>Subtotal</i>	2
Total Finance & Information Services		56

Sound Transit 2004 Staffing Plan by Department

LINK LIGHT RAIL		FTEs
Director's Office	Administrative Specialist	1
	Administrative Assistant	1
	Deputy Director, Light Rail	2
	Light Rail Director	1
	<i>Subtotal</i>	5
Civil Engineering	Administrative Assistant	2
	Senior Civil Engineer	1
	Project Manager	1
	Civil Engineering Manager	1
	Civil Engineering SME	9
	Permits Administrator	1
	Safety/Security Specialist	1
	<i>Subtotal</i>	16
Construction Management	Construction Manager	1
	Construction Managing Eng.	3
	Project Coordinator	1
	Q/C Specialist	1
	Senior Civil Engineer (Utility)	1
	<i>Subtotal</i>	7
Community Outreach	Administrative Assistant	1
	Community Outreach Manager	1
	Community Outreach Specialist	2
	Community Relations Coordinator	4
	Project Assistant	1
	Project Manager	1
	<i>Subtotal</i>	10
Environmental	Link Environmental Manager	1
	Project Development Coordinator	1
	<i>Subtotal</i>	2
Operations	Project Manager - Facilities & R.O.W.	1
	Operations Program Manager	1
	Project Manager - Operations and Planning	1
	<i>Subtotal</i>	3
Project Controls	Administrative Assistant	1
	Program Manager	1
	Project Assistant	1
	Project Control Coordinator	2
	Project Control Specialist	5
	Project Coordinator	4
	Project Manager - Configuration	1
	Scheduler	1
	<i>Subtotal</i>	16
Project Development	Administrative Assistant	1
	Program Manager	2
	Project Assistant	1
	Project Coordinator	1
	Project Manager	5
	<i>Subtotal</i>	10

Sound Transit 2004 Staffing Plan by Department

LINK LIGHT RAIL (Continued)		
Safety & Assurance	Administrative Assistant	1
	Program Manager	1
	QA/QC Specialist	1
	Quality Assurance Specialist	1
	Systems Assurance Specialist	1
	<i>Subtotal</i>	5
Systems Engineering	Administrative Assistant	1
	Program Manager - Systems Eng.	4
	Program Manager - Civil/Sys Integration	1
	Program Manager - Sys Eng/Fares	1
	Program Manager	1
	Systems Engineering Manager	1
	<i>Subtotal</i>	9
Total Link Light Rail		83
REGIONAL EXPRESS		
Director's Office	Administrative Specialist	1
	Regional Express Director	1
	<i>Subtotal</i>	2
Bus	Administrative Assistant	0.5
	Program Manager	1
	Project Assistant	1
	Project Manager	2
	<i>Subtotal</i>	4.5
Capital Projects	Administrative Assistant	0.5
	Chief Engineer	1
	Program Manager	2
	Project Assistant	1
	Project Development Coordinator	5
	Project Manager	10
	<i>Subtotal</i>	19.5
Implementation	Administrative Assistant	1
	Deputy Director - Regional Express	1
	Project Assistant	1
	Project Control Program Manager	1
	Project Control Specialist	4
	Project Coordinator	6
	Project Development Coordinator	1
	Signage & ADA Program Manager	1
	<i>Subtotal</i>	16
Total Regional Express		42

Sound Transit 2004 Staffing Plan by Department

OUNDER COMMUTER RAIL		FTEs
Director's Office	Administrative Specialist	1
	Commuter Rail Director	1
	Deputy Director	1
	<i>Subtotal</i>	3
Staff		
	Construction Engineer	1
	Construction Project Manager	1
	Project Control Specialist (Doc)	1
	Program Manager	2
	Program Manager - Transportation Services	1
	Program Manager (Railroad Infrastructure)	1
	Program Manager Construction	1
	Project Assistant	3
	Project Control Coordinator	1
	Project Control Specialist/Scheduler	1
	Project Coordinator	4
	Project Development Coordinator	1
	Project Development Program Manager	1
	Project Manager	3
	Program Manager - Project Control	1
	QA/QC Manager	1
	Railroad Operations Specialist - CR	1
	Transportation Specialist	1
	<i>Subtotal</i>	26
Total Sounder Commuter Rail		29
CENTRAL COST		FTEs
Community Development Fund	Senior Accountant	1
	Project Coordinator	1
	<i>Subtotal</i>	2
Unallocated	Unallocated Project Managers	3
	<i>Subtotal</i>	3
Total Central Cost		5
OPERATIONAL STAFF		FTEs
LINK LIGHT RAIL		FTEs
Operations	Project Assistant	1
	Operations Manager	1
	LRV Operator	7
	LRV Technician	3
	Operations Supervisor	4
	<i>Subtotal</i>	16
Total Link Light Rail		16
TOTAL NON-OPERATIONAL AGENCY FTEs		358.35
TOTAL OPERATIONAL AGENCY FTEs		16.00
TOTAL AGENCY FTEs		374.35

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APPENDIX B

FINANCIAL POLICIES

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FINANCIAL POLICIES

EQUITY

Definition of equity

Equity will be defined as utilizing local tax revenues and related debt for projects and services that benefit the subareas generally in proportion to the level of revenues each subarea generates. This equity principle will apply to the 10-year system plan as well as all future phases. The Financing Plan for *Sound Move* reflects this equity principle by providing a budget for each of the five Regional Transit Administration (RTA) subareas, comprised of the subarea's share of local taxes, bonding capacity, farebox proceeds and an assumption for federal funding. The five subareas are defined as Snohomish County, North King County/Seattle, East King County, South King County, and Pierce County. While the Financing Plan will be managed by the RTA Board on a consolidated basis, the RTA will establish an accounting system by which to report individual subarea performance.

The RTA Board agrees, therefore, that the facilities, projects and services identified in the adopted 10-year system plan represent a reasonable definition of equity for purposes of satisfying both public policy concerns and statutory requirements. The subarea budgets will serve as the starting point for evaluating the equity principle during the 10-year construction period.

Implementation policy

Subarea budgets

The RTA Financing Plan will provide a budget for each of the five RTA subareas, comprised of the subarea's projected share of local taxes, bonding capacity and farebox proceeds, and an assumption for federal funding, and related expenditures.

Local taxes will be allocated to subarea budgets on actual sales tax and motor vehicle excise tax receipts collected by subarea and within the RTA District. Annual RTA and subarea budgets will incorporate updated forecasts based on these actual receipts. A percent of local taxes from each subarea will be allocated to the Regional Fund to fund systemwide costs (see Regional Fund section on the following page).

Government funding will be allocated in two ways:

- Government funding received that is general in scope for facilities and/or services that appear in several subareas will be allocated to subarea budgets proportional to the subareas' percentage share of total RTA local taxes collected and projected.
- Government funding that is received for a specifically determined facility and/or service will be allocated to the subarea(s) that benefits from the facility and/or service.

Miscellaneous revenues, such as those generated through private-public partnerships, advertising and terminal concessions will be allocated to subarea budgets based on subarea investment in the facility and/or service from which the revenue is generated. Because these revenue sources carry a high level of uncertainty, projections will not be included in the adopted Financing Plan or in the original subarea budgets.

Bonding capacity will be allocated based on a subarea's ability to repay the debt service after covering operating and maintenance costs, and consistent with the RTA's debt service coverage ratio policy (see Debt Financing Capacity section on the next page).

The subarea expenditures will be allocated in terms of the facilities and services to be provided, their projected costs, project contingencies, associated operating costs, debt service, operations and maintenance and capital replacement. The allocation of expenditures for facilities and services that cross subarea boundaries will be made by the Regional Transit Authority (RTA) Board with consideration to subarea benefits and priorities.

Monitoring function

The RTA will establish an accounting system by which to report performance against subarea budgets. This monitoring and reporting function will be incorporated into the RTA's annual budgeting process.

The RTA will establish an independent audit function to oversee its monitoring and reporting of subarea budgets.

The RTA will appoint a citizen oversight committee to monitor RTA performance (see Public Accountability section on Page 5 of this Appendix).

Adjustments to subarea budgets

The RTA will establish a process by which subarea budgets can be adjusted, based on current revenue and expenditure forecasts. Since the subarea budgets will be included within the RTA's general budget, adjustments to subarea budgets will occur every year as a step in the RTA's annual budget adoption, which requires a two-thirds favorable vote of the RTA Board. Adjustments to subarea budgets can include additional priority projects and/or services within that subarea should funding be available. This adjustment process recognizes that some fluctuation in revenues and expenditures against forecasts will occur.

For those cases where a subarea's actual and projected expenditures exceed its actual and projected revenues and funding sources by five percent or greater, and/or where unforeseen circumstances occur which would result in an inability to substantially complete projects within such subarea's plan, the Regional Transit Authority Board shall take one or more of the following actions:

- Correct the shortfall through use of such subarea's uncommitted funds and/or bond capacity which is available to the subarea; and/or
- Scale back the subarea plan or projects within the plan to match a revised budget; and/or
- Authorize a vote of the RTA District on a revised ballot measure.

REGIONAL FUND

Funding sources

The RTA will establish a regional fund that will be funded through a percent of local tax revenues contributed by each of the five subareas and interest earnings. The percent of local tax to be contributed will be set in the adopted Financing Plan, and then reviewed and set annually through the RTA budget process. It will not exceed 10 percent per year during the 10-year system plan period.

Uses for regional fund

The regional fund will be used to fund systemwide elements. These elements include:

- The RTA's fare integration program.

- The RTA agency administration, including:
 - research and development of new technology;
 - planning and environment analysis for a future capital program.
- Contingencies that may occur due to shortfalls in actual revenues collected or funding obtained, and/or overruns in actual expenditures relative to cost estimates provided that the funding of such contingencies shall not diminish the RTA's ability to fully implement its fare integration program.

DEBT FINANCING CAPACITY

Legal definition of RTA debt financing capacity

The RTA's enabling legislation defines the RTA's capacity for issuing general obligation debt at one and one-half percent of the value of the taxable property within the boundaries of the RTA District (and with approval of three-fifths of voters voting with RTA District, up to five percent of the value of the taxable property within the district's boundaries). There is no dollar limit for revenue indebtedness.

However, through the following policies, the RTA will implement a substantially more conservative use of debt financing.

Calculation of debt financing capacity

The RTA recognizes that its future bondholders will hold first claim against its local sales tax and motor vehicle excise tax revenues as the pledged sources for repayment. However, the RTA's debt financing capacity will be calculated on a more conservative basis, by evaluating all revenues and deducted total operating expenses for net revenues available for debt service.

Debt service coverage ratio policy

The RTA further recognizes the importance of a conservative debt service coverage ratio, both to ensure a conservative use of debt and to secure favorable financing costs.

For planning purposes, the RTA's debt service coverage ratio policy will be set at an average coverage ratio of 2.0x for net revenues over annual debt service costs, not to fall below 1.3x in any single year. Prior to bond issuance, the RTA will establish the appropriate debt service coverage ratio to incorporate into its bond covenants.

Uses of debt financing

Debt financing in the context of the 10-year construction program covers the following two distinct types of borrowing: the first related to long-term debt financing, and the second related to short-term debt financing.

Short-term debt financing (with terms of 10 years or less) is expected to be used primarily to bridge the gap between the necessary timing of expenditures and the anticipated receipt of revenues.

The use of long-term financing (with terms of more than 10 years) is expected to be limited to capital and related costs for portions of the program that have a useful life in excess of the term of the debt. Long-term financing should be preserved for those aspects of the program for which other sources of funds are likely to be available (e.g., due to timing or eligibility constraints) or for which a local match is required to access such source of funds.

The RTA will reserve a portion of its legal debt financing capacity to provide a potential funding source by which to address unforeseen circumstances. This reserve is defined at five percent of the capital costs reflected in the 10-year construction program.

Allocation of RTA debt capacity to subareas

The amount of long-term debt financing used to benefit each of the subareas will be based on each subarea's ability to repay debt after covering operating costs.

While the above policy prescribes the use of debt financing within subarea budgets, the RTA Board will manage the agency's debt capacity on a consolidated basis.

Debt management guidelines

The RTA Board has established, and will maintain, specific guidelines for managing the authority's debt use.

SETTING PRIORITIES FOR EXPENDITURES

Based on the 10-year system plan, the RTA will develop a six-year capital improvement budget, to be updated every two years as a step in the annual budgeting process and which will require adoption by a two-third favorable vote of the RTA Board. The RTA will establish guidelines for its budgeting process and criteria by which to establish priorities for expenditures.

PUBLIC ACCOUNTABILITY

To insure that the 10-year construction program development and implementation occurs within the framework and intent of these policies, the RTA will:

- Conduct an annual comprehensive performance audit through independent audit services;
- Appoint and maintain for the 10-year construction period a citizens' oversight committee, charged with an annual review of the RTA's performance audit and financial plan, for reporting and recommendations to the RTA Board.

FUTURE PHASES

Voter approval requirement

The RTA Board recognizes its authority to fund *Sound Move*'s future operations, maintenance and debt service as well as any future phase capital program through a continuation of the local taxes initially authorized by the voters. However, in its commitment to public accountability, the RTA Board pledges that any second phase capital program that continues local taxes for financing will require approval by a vote of those citizens within the RTA District.

Sales tax rate rollback

Should voter approval for a future phase capital program not be forthcoming, the RTA Board will initiate two steps to roll back the rate of sales tax collected by the RTA.

First, the RTA will first initiate an accelerated pay off schedule for any outstanding bonds. Second, the RTA will implement a tax rollback to a level necessary to pay the accelerated schedule for debt service on outstanding bonds, system operations and maintenance, fare integration, capital replacement, and agency cost.

Once all debt is retired, the RTA will implement a tax rollback to a level necessary to pay for system operations and maintenance, fare integration, capital replacement and agency administration.

Financial policies review

These Financial Policies will apply to future capital programs. They will be reviewed for applicability prior to any submittal of a future capital program to the RTA District voters.

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APPENDIX C

BUDGET PROCESS

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BUDGET PROCESS

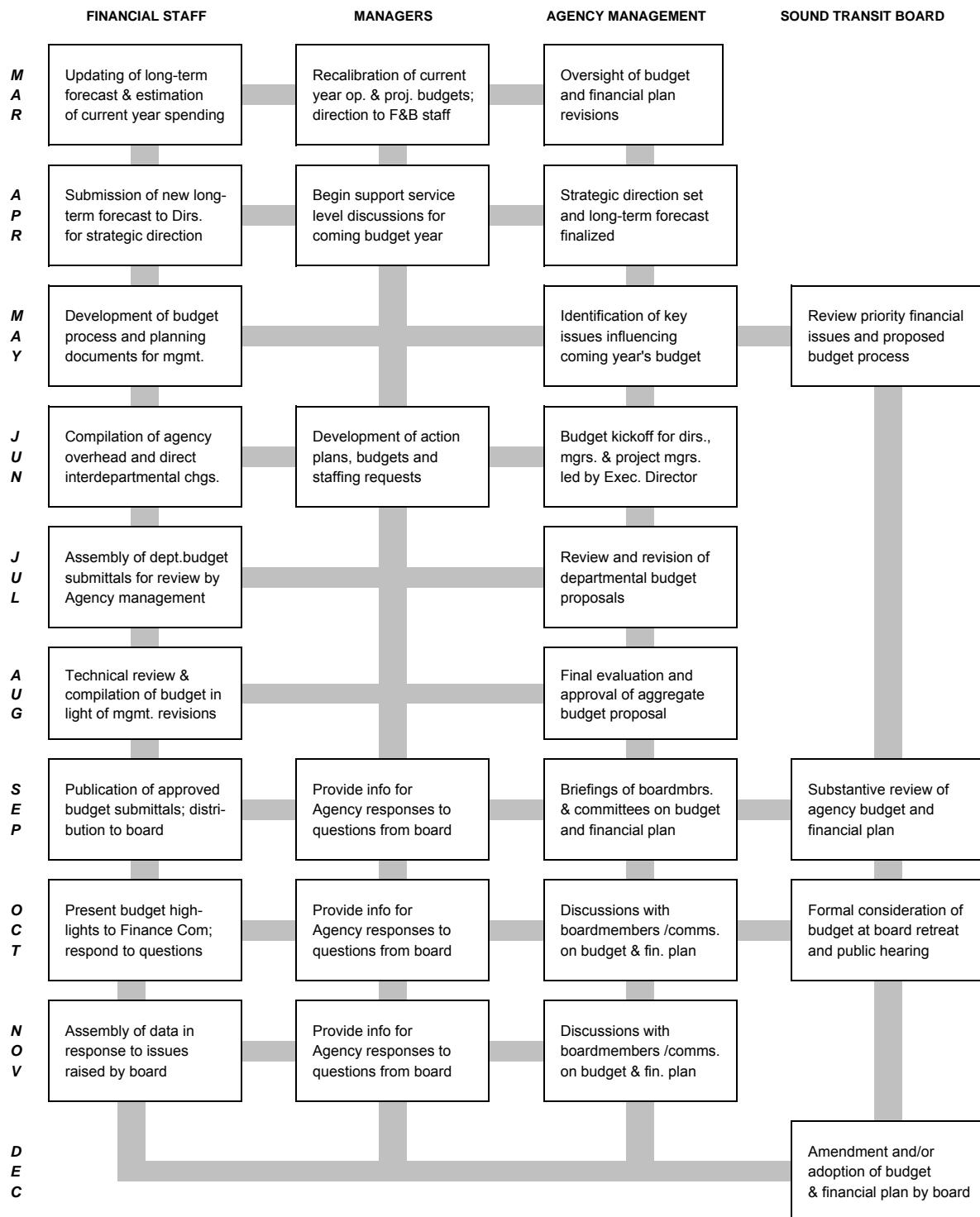
Sound Transit's budget process is structured to serve two purposes. Within the agency, development of the budget provides a forum for joint planning of objectives and tasks, with managerial and board review of programs. For the region's citizens and partner agencies, the budget reports on the status of projects and services, detailing the agency's proposed accomplishments and their costs for the coming year.

The internal process is a collaborative and iterative one, with the agency's senior management providing strategic direction and critical review, managers and project managers preparing resource proposals, and financial staff providing technical support for the process. Once the proposed budget and financial plan have been published, the Sound Transit Board and the public provide an external review of project and service proposals from a policy standpoint.

The 2004 process is procedurally identical to that of previous years, with preliminary planning beginning in March and with budget adoption scheduled for December 2003. Major phases of this process are outlined below, with additional detail on responsibilities and steps shown on the next page.

PROCESS	
May	Formal budget process initiation with directors and managers
June	Departments' completion of objectives, action plans and staff operating budget proposals
July	Departments' completion of capital and transit operations budgets; review of compiled budget proposals by department directors
August	Incorporation of management changes into budget proposals
September through November	Publication of budget document; board overview of staff operating budget and revenue forecast; committee review of transit operations and capital budgets; board retreat to consider budget issues and financial plan; public hearing on budget
December	Adoption of budget by Sound Transit Board

Sound Transit Budget Process Summary



APPENDIX D

SOUND TRANSIT HISTORY

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SOUND TRANSIT HISTORY

CHRONOLOGY OF REGIONAL TRANSIT PLANNING IN THE CENTRAL PUGET SOUND REGION

February 1968: Forward Thrust proposal (first ballot). Forward Thrust bond measure dedicated to financing a \$1.15 billion Seattle rapid rail and bus transit system fails to receive the required 60 percent supermajority vote.

May 1970: Forward Thrust proposal (second ballot). Bond measure to finance revised \$1.32 billion rail and bus system again fails.

May 1972: Metropolitan Area Transit Plan. Puget Sound Governmental Conference adopts an all-bus transit plan in response to the Forward Thrust votes, creating Metro Transit.

March 1981: Regional light rail feasibility study completed. A consultant study for the Puget Sound Council of Governments (PSCOG) assesses the potential use of light rail for heavily used transportation corridors, concluding that rail transit is feasible and warrants detailed evaluation

March 1982: Regional rail evaluation begins. A 1981 study for the Puget Sound Council of Governments (PSCOG, subsequently renamed Puget Sound Regional Council, or PSRC) concludes that regional rail transit is feasible and warrants detailed evaluation. An extensive evaluation process begins in 1982.

March 1987: Regional Transportation Plan amended to include rail transit. Based on its analyses, PSCOG, the regional planning body, amends its federally required Regional Transportation Plan to incorporate recommendations for rail transit in the north, south and east transportation corridors.

August 1987: Commuter rail deemed feasible for serving South King County. Initial evaluation of using existing railroad tracks to provide commuter rail service in the Green River Valley of South King County concludes such service is feasible and should be analyzed further.

September 1988: King County Advisory Ballot on rail. King County voters approve (by a 2-to-1 margin) an advisory measure calling for accelerated planning to provide starter-rail service by the year 2000. Metro Council responds by voting to accelerate planning for high-capacity transit.

January 1990: Expert review panel created. A state-created independent expert review panel is appointed to review Metro's technical methods and planning assumptions in evaluating high-capacity transit alternatives – a first in transit system planning.

April 1990: High-Capacity Transit Act. Legislature establishes planning criteria, provides funding, and authorizes local-option taxes and implementation mechanisms for high-capacity transit. The Joint Regional Policy Committee (JRPC) is authorized by the legislation to oversee the planning process. Growth Management Act (GMA) is enacted, requiring consistency between land-use and transportation planning.

August 1990: JRPC is formed. An interlocal agreement among the Pierce, King and Snohomish county transit agencies forms the JRPC to coordinate regional transit planning.

October 1990: Vision 2020 links growth and transportation. PSCOG adopts a general regional policy for linking growth strategies and transportation planning.

Spring 1991: Regional Transit Authority (RTA) project. High-capacity transit planning is expanded to include preparing a regional transit system plan as a basis for a financial proposal to put before the voters.

March 1992: RTA is required. The state Legislature calls for creation of a three-county RTA. Sound Transit is to be formed once participating counties adopt a regional transit system plan.

October 1992: Draft Regional Transit Administration System plan/Draft Environmental Impact Statement issued (DEIS). A draft transit system plan and accompanying DEIS are issued for public review and comment.

February 1993: Final EIS issued on regional transit options.

April 1993: Final EIS is approved. Following a two-month comment and appeal period, hearing examiner gives final approval to the environmental impact statement, dismissing two challenges.

May 1993: JRPC adopts Regional Transit System Plan. The JRPC concludes its work by adopting a \$13.2 billion transit system plan for the region and recommending formation of a Regional Transit Authority.

July 1993: Three county councils “opt in” to Sound Transit. Snohomish, Pierce and King county councils vote to be part of the Regional Transit Plan and create the Regional Transit Authority to implement the plan.

September 1993: Sound Transit is formed. The Central Puget Sound Regional Transit Authority holds its first meeting and begins developing a regional transit system and financing package to submit to voters based on the JRPC-recommended system plan.

October 1994: Sound Transit adopts Regional Transit Master Plan and Phase I ballot proposal. Based on the JRPC-recommended system plan, Sound Transit adopts a transit Master Plan for the region, and a \$6.7 billion Phase I rail and bus transit proposal to take to the ballot.

December 1994: County councils vote to send Sound Transit Phase I to the ballot. Following a mandated 45-day review period, the Pierce, King and Snohomish County Councils vote to continue Sound Transit participation and submit Phase I to voters.

March 1995: The public vote: Phase I transit system proposal fails. Regional voters turn down the Phase I proposal (46.5 percent: yes; 53.5 percent: no).

October 1995: Sound Transit forms advisory panel, targets ballot as early as September 1996. Sound Transit Board calls for formation of a regional advisory panel of civic leaders to help craft a new Phase I proposal, and sets a timetable to bring the new proposal before the region’s voters as early as September 1996.

November 1995: Sound Transit adopts Guiding Principles, state Legislative program for new proposal. The Sound Transit Board adopts a set of nine guiding principles clearly defining parameters for developing a new Phase I proposal. At the same time, the board agrees to propose legislative changes to clarify and improve its flexibility to address a broader range of transportation needs.

May 1996: Sound Transit Board adopts *Sound Move*, The 10-year Regional Transit System Plan. The board passes Resolution 73 adopting a 10-year, regional transit proposal and related appendices along with The Regional Transit Long-Range Vision.

August 1996: Sound Transit sets November 5, 1996 as date for *Sound Move* ballot proposal. The board passes Resolution 75, calling for a November 5 election to implement *Sound Move* by increasing local taxes to fund the local share of the plan cost.

November 1996: The region’s voters approve *Sound Move* by 58 to 42 percent. The *Sound Move* transit plan is approved districtwide and wins a majority in the portions of each of the three counties within the Sound Transit District. The vote authorizes a local 0.4% sales tax and 0.3% MVET tax to finance construction and operation of the regional transit system.

April 1997: Collection of tax revenues begins for *Sound Move*. The state departments of Revenue and Licensing begin collection of the taxes authorized by voters within the RTA District to finance *Sound Move*.

August 1997: “Sound Transit” chosen as popular name for RTA and its services. The RTA Board adopts “Sound Transit” as the popular name for the RTA, and approves the names of “Link” for light rail services, “Sounder” for regional commuter rail service, and “Regional Express” for regional bus services.

September 1997: Sound Transit breaks ground, inaugurates bus service. RTA Sound Transit launches its first transit improvements, partnering with Community Transit to accelerate construction of the new Ash Way Park-and-Ride Lot near Lynnwood, and with Pierce Transit to add 15 daily trips to the highly successful Seattle Express bus routes between Lakewood, Tacoma and Seattle.

February 1998: Negotiations are authorized for the purchase of Regional Express’ first vehicle fleet. The Sound Transit Board authorizes negotiations for the purchase of the first Sound Transit vehicles – up to 175 buses for Regional Express Service.

March 1998: Sounder commuter rail stations between Tacoma and Seattle identified. Sound Transit Board identifies eight of nine commuter rail stations for Sounder service between Tacoma and Seattle. Selection of a station site in Kent is delayed to allow the city to pursue funding for a parking garage as part of site selection.

June 1998: Seattle’s Union Station to become permanent Sound Transit headquarters. After a six-month process, Sound Transit’s Finance Committee, with board authorization, selected Seattle’s historic Union Station as the site for its permanent corporate headquarters. The agency is to fund building restoration by current owners, and when completed will purchase the building for one dollar. Agency relocation is scheduled for fall ‘99.

July 1998: Routes for Tacoma Link light rail identified. The Sound Transit Board selects alternative routes for analysis in the Draft Environmental Impact Statement for the Tacoma Link light rail line, three route alternatives for the east/west segment and two alternatives for the north/south segment.

August 1999: First groundbreaking ceremonies held for Sounder commuter rail stations. Ceremonies are held in Auburn and at Seattle’s King Street Station to break ground and begin construction of the first Sounder commuter rail stations.

PugetPass, the first regional transit pass, makes its debut. The region’s five transit agencies introduce the PugetPass, the first regional transit pass that will be honored by all of the region’s transit agencies.

September 1999: ST Express begins new era of regional bus service. The first nine of 18 planned new ST Express bus routes offering limited-stop express service begin regularly scheduled service.

October 1999: Tacoma Link light rail vehicles are purchased. The purchase of three new light rail cars from Inekon Group is authorized for Tacoma Link service, with vehicle delivery slated for October 2001.

November 1999: Washington state voters approve Initiative 695. The state’s voters overwhelmingly approve I-695, repealing the state’s motor vehicle excise tax based on the value of the vehicle and replacing it with a flat \$30 annual fee. Sound Transit’s voter-approved local MVET is not directly affected, but the initiative’s impacts call into question some financial partnerships for Sound Transit with the state and with local transit agencies.

Sound Transit Board unanimously adopts final route for Central Link light rail. By a unanimous 18 – 0 vote the Sound Transit Board approves route and station locations for the Central Link light rail system to serve Seattle, Tukwila and SeaTac. In addition to selecting the 21-mile route from Seattle’s University District to a terminus south of SeaTac Airport, the board committed to pursue federal and

state funding to continue the line an additional three miles north to the Northgate Transit Center. The board also voted to analyze a new route option suggested by the City of Tukwila.

December 1999: Sounder's first commuter train makes its debut. The first demonstration run of Sounder's first train whisks nearly 400 dignitaries, media and invited guests between Tacoma and Seattle smoothly and quietly at speeds of up to 70 mph. The 40-mile trip is made in 42 minutes.

September 2000: Sounder commuter rail begins serving the public with trains between Tacoma and Seattle. Sounder inaugurates its first service for the public with two trains each direction between Tacoma and Seattle daily, carrying more than 1,100 passengers on its first day in service.

ST Express adds three more routes to its service. Sound Transit's ST Express bus service expands to 13 total routes in operation, adding two routes between Redmond and Seattle and a third route providing direct service between Bellevue and Sea-Tac International Airport.

June 2001: The Sound Transit Board directs staff to study an initial light rail segment. The initial Central Link segment could run from downtown Seattle to perhaps as far south as South 200th Street in SeaTac. By early fall, the board will likely decide about building the initial segment

July 2001: Notice to Proceed is issued for Tacoma Link construction. Construction of Tacoma Link begins.

November 2001: Sound Transit Board officially agrees to start light rail initial segment. On Nov. 29, the Sound Transit Board officially agreed to the construction of a 14-mile light rail initial segment from downtown Seattle to nearly the Seattle-Tacoma International Airport. Construction is scheduled to begin in 2002 and be completed in 2009.

May 2002: The Sound Transit Board unanimously approved an agreement with the City of Seattle to establish, oversee and fund the city's portion of the \$50 million Community Development Fund for Southeast Seattle.

June 2002: Sound Transit, King County and the City of Seattle approved an agreement that defines the terms and conditions for the joint operation of trains and buses in the Downtown Seattle Transit Tunnel.

July 2002: Sound Transit submitted an application to the Federal Transit Administration for a \$500 million Federal Full Funding Grant Agreement for the construction of Central Link's initial segment.

Sounder commuter rail carries its one-millionth passenger. The commuter rail service reached this major ridership milestone after being in service less than two years.

August 2002: Sound Transit began running special Sunday train service to afternoon football games at Seahawk Stadium. The service became so popular, that a second train was added to help carry more passengers.

September 2002: Sound Transit added two bus routes to the ST Express regional bus system, completing the system's full complement of 19 express routes

On the Sounder commuter train services two-year anniversary month, the commuter rail expanded its schedule by adding a third train. The new schedule includes a middle morning train, and an earlier afternoon train.

January 2003: Sound Transit and the Port of Seattle announced that they had reached an agreement in principle on how Central Link light rail would connect to the Seattle-Tacoma International Airport. The agreement identifies a shared conceptual vision for a light rail station next to the airport's existing terminal and parking garage, integrated within the Port's updated plans for expanding the airport.

February 2003: The Central Link light rail project was one of the only two projects that received the “highly recommended” rating from the Federal Trade Administration. This gives the project the highest possible rating under the agency’s process for prioritizing applicants for New Starts funding.

March 2003: The Regional Accessibility Transit Guide was the first comprehensive guide to accessible transit, paratransit and Medicaid transportation information for the three-county Central Puget Sound Region. Sound Transit took the lead in assembling the guide with the help of its partner agencies.

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APPENDIX E

GLOSSARY OF TERMS

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GLOSSARY OF TERMS

Accounting System: The total set of records and procedures used to record, classify, and report on the financial status and operations of Sound Transit.

Accrual Basis of Accounting: A method of accounting for revenues and expenses when earned or incurred instead of when cash is received or spent.

ADA: Americans with Disabilities Act.

Adopted Budget: The board-approved budget and capital plan for Sound Transit for the current fiscal year.

APTA: American Public Transportation Association.

BCI: Building Cost Index, which is based on changes to the price of a “shopping cart” of goods related to construction – skilled labor, structural steel, lumber and cement.

BNSF: Burlington Northern Santa Fe Railway.

Board: The Sound Transit Board of Directors.

Budget Message: The opening section of the budget document provides the board and the public with a general summary of the most important aspects of the budget and the views and recommendations of the executive director.

CAAC: Citizens’ Accessibility Advisory Committee.

CAO: Sound Transit Chief Administrative Officer.

Capital Spending Plan: The portion of the budget that identifies outlays for the purchase of capital assets.

Capital Asset: Assets costing \$5,000 or more and having useful lives greater than two years.

Capital Outlay: Expense that results in the acquisition of or addition to fixed assets.

Capital Projects: Projects that purchase or construct capital assets.

CCO: Sound Transit Chief Communications Officer.

CDF: Community Development Fund.

CE: Conceptual Engineering.

CFO: Sound Transit Chief Financial Officer.

CMC: Construction Management Contract.

CNG: Compressed Natural Gas.

Contingency: A budgetary reserve put aside for emergencies or unforeseen expenses.

CO: Construction.

COA: Comprehensive Operational Analysis.

COP: Citizen Oversight Panel.

Cost Element: The budget elements of an individual capital project, such as design, construction, and contingency expenses.

CPI: Consumer Price Index.

Department: Highest organizational unit of Sound Transit, consisting of Board Administration, Executive Department, Legal Services, Administrative Services, Communications, Finance and Information Services, Sounder Commuter Rail, Link Light Rail and Regional Express.

Depreciation: A method by which the costs of plants, property, and equipment are systematically and rationally allocated over their useful life.

Division: Organizational sub-unit within departments.

DSTT: Downtown Seattle Transit Tunnel.

EAC: Executive Advisory Committee.

EEO: Equal Employment Opportunity.

EIS: Environmental Impact Statement.

ESA: Endangered Species Act.

ESH: Environmental Safety and Health.

The Executive Director: The executive director of Sound Transit.

Expense Category: Groupings of expense types. Expenses can include, but are not limited to, wages/salaries/benefits, services, office expenses, administrative expenses and miscellaneous other expenses.

Expense: A decrease in net current assets. Expenses include salaries and benefits, administrative expenses, debt service, and those current operating costs that require the use of current assets.

FD: Final Design.

FFGA: Full Funding Grant Agreement.

FFY: Federal Fiscal Year.

FHWA: Federal Highway Administration.

Fiscal Year: A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and results of its operations. Sound Transit's fiscal year is concurrent with the calendar year.

FONSI: Finding of no significant impact.

FTA: Federal Transit Administration.

FTE: Full Time Equivalent employee. The fractional equivalent of one full-time employee working a 40-hour work week for one calendar year.

GIS: Geographic Information Services.

GMA: Growth Management Act.

GSC: Sound Transit General Service Center.

HCT: High-Capacity Transit.

HOV: High-Occupancy Vehicle.

ISTEA: Intermodal Surface Transportation Efficiency Act.

ITS: Intelligent Transportation Systems.

JRPC: Joint Regional Policy Committee.

LB235: North End Tunnel Design/Build Contract.

LOB: Line of Business.

LPA: Locally Preferred Alternative.

MIP: Mobility Initiative Program.

MLK: Martin Luther King.

MOA: Memorandum of Agreement.

MOS: Minimum Operating Segment.

MOU: Memorandum of Understanding.

MTP: Metropolitan Transit Plan.

M/W/DBE: Minority/Women/Disabled Business Enterprise.

NEPA: National Environmental Policy Act.

NTP: Notice to Proceed.

OCIP: Owner-Controlled Insurance Program.

OCS: Overhead Caterenary System.

OSHA: Occupational Safety and Health Administration.

PE/ED: Preliminary Engineering/Environmental Design.

PMOC: Project Management Oversight Consultant.

PMP: Program Management Plan.

PLA: Project Labor Agreement.

Proposed Budget: The recommended and unapproved Sound Transit budget submitted by the executive director to the board.

PSCOG: Puget Sound Council of Governments (renamed PSRC, see entry below)

PSRC: Puget Sound Regional Council (formerly PSCOG, see entry above).

QAP: Quality Assurance Program.

QA/QC: Quality Assurance/Quality Control.

RE/TOD: Real Estate/Transit Oriented Development.

REX: Regional Express.

Revenues: Increases in proprietary fund type net total assets from other than expense refunds and capital contributions.

Reserve: An account used to segregate a portion of fund equity as legally set aside for a specific future use.

RFP: Request for Proposal.

ROD: Record of Decision.

ROW: Right-of-way.

RTA: Regional Transit Authority.

Salaries and Benefits: Amounts paid for services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts. This category does not include expenses for temporary employees.

SEM: Sequential Excavation Mining.

SEPA: State Environmental Policy Act.

SOP: Standard Operating Procedure.

SIP: Service Implementation Plan.

Sound Transit: The Central Puget Sound Regional Transit Authority.

Subarea: Five subareas of the Sound Transit District defined for planning and budgeting purposes consisting of Snohomish County, North King County, East King County, South King County, and Pierce County.

Subarea Equity: The principle established by *Sound Move* that requires utilizing local taxes and revenues and related debt for projects and services which benefit the subareas generally in proportion to the level of revenues each subarea generates.

TEA-21: Transportation Efficiency Act For the 21st Century.

TIP: Transportation Improvement Program.

TOD: Transit Oriented Development.

TPSS: Traction Powered Substation.

YOE: Year of Expenditure.

WISHA: Washington Industrial Safety and Health Administration.

WSDOT: Washington State Department of Transportation.

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APPENDIX F

RECONCILIATION OF ADOPTED CAPITAL PLAN TO PROPOSED CAPITAL PLAN

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RECONCILIATION OF ADOPTED CAPITAL PLAN TO PROPOSED CAPITAL PLAN

Sound Transit budget policies, as adopted in Resolution 2002-08, establish that the “Board adoption of the budget through the Budget resolution constitutes an endorsement of the six-year capital plan contained therein. Board endorsement of the capital plan does not constitute final project authorization, as per Section 9B of Resolution No. 78.”

Resolution 2003-19 adopted the annual budget for the period January 1 through December 31, 2004. Consistent with the budget policies, the resolution endorsed the capital plan contained in the Proposed Budget, with selected amendments, and authorized Sound Transit

“to incur \$690,137,737 in the calendar year 2004 in capital outlays (including allocations) and line-of-business non-capitalizable costs … as amended in attachment B and attached hereto is hereby adopted.”

The Proposed 2004 Budget was submitted for Board review on September 12, 2003. The proposed capital plan contains projections for capital outlays for each project for each year (2002-2009) by phase, as well as a total lifetime budget. As outlined in Appendix C: Budget Process, these cashflow projections are developed during the month of July. In order to include the most current information in the adopted budget, assumptions leading to these projections were reviewed during October and November. If changed circumstances warranted, cashflow projections were updated prior to board-adoption of the budget. These adjustments are identified in Amendment 19 to the adopted budget.

The Proposed 2004 Budget contained provisional budgets for the Sounder Commuter Rail projects in the Everett to Seattle and the Lakewood to Tacoma segments. Through much of 2003, staff was engaged in a thorough review of the scope, schedule and the estimate to complete these projects. In December, 2003 staff presented the results of a review of these projects to the board. As part of the adoption of the 2004 budget, the board directed staff to implement these new lifetime budgets for these projects and staff committed to provide detailed, cashflowed budgets to the board in the first quarter of 2004. On March 25, 2004 the board adopted new budgets for these projects based on these estimates.

After production of financial statements for fiscal year 2003 the Adopted Budget document was produced. Based on a comparison of the forecasted expenditures for 2003 contained in the proposed budget to actual expenditures, project budget cashflows are adjusted.

As a result, there are three primary sources for changes from the Proposed to the Adopted Budget: (1) budget amendments to the proposed budget which were adopted by the board; (2) the revised budget for certain Sounder Commuter Rail projects; and (3) updated project cash flows to reflect actual 2003 capital outlays.

Consistent with budget policies, Resolution 2003-19 and Resolution 2004-02, the following changes were made to the Proposed 2004 Capital Plan. In total, these changes increase the capital outlay budget for 2004 by \$3.0 million to a new total of \$693.1 million.

Proposed Capital Plan	\$685,587,305
Budget amendments	15,361,365
Sounder estimate changes	(5,573,080)
Cashflow changes	(4,491,659)
Adopted Capital Plan	\$690,883,931

1) Changes to capital project budgets reflected in amendments to resolution R2003-19 adopting the 2004 Sound Transit budget.

Amendment #	Project Name or Description	2004 Change	Comment
2	Software licensing	(318,100)	Shift from capital to O&M.
3	StArt	(5,000)	Shift from capital to O&M for maintenance of Art work
5	Sounder - Puyallup Station	(526,392)	Moved project savings from Capital to O&M for ongoing ground water monitoring.
19	Attachment D		Cashflow adjustments:
	Rex 150 Renton HOV Access	(1,465)	Decreased 2004 outlays with no effect on lifetime outlays.
	Rex 140 Totem Lake Freeway Station	(3,277,898)	Decreased 2004 outlays with no effect on lifetime outlays.
	Rex 145 Bellevue HOV Access	4,713,727	Increased 2004 outlays with no effect on lifetime outlays
	Rex 372 Bothell Campus Access	(1,404,759)	Decreased 2004 outlays with no effect on lifetime outlays.
	Rex 354 Mercer Island Park & Ride	899,758	Increased 2004 outlays with no effect on lifetime outlays.
	Rex 374 Willows Arterial	(309,778)	Decreased 2004 outlays with no effect on lifetime outlays.
	Rex 330 Newcastle Transit Center	248,149	Increased 2004 outlays with no effect on lifetime outlays.
	Rex - Bus System Wide	16,929,000	Increased 2004 outlays with no effect on lifetime outlays.
	Link 300 Initial Segment	(133,409)	Decreased 2004 outlays with no effect on lifetime outlays.
	Regional Fund - 405 Fare Integration	3,127,532	Budget transferred from Research & Technology.
	Regional Fund - 410 Research & Technology	(978,000)	Budget transferred to Fare Integration. Total lifetime budget reduction is 3,127,532 with
20	Sounder: Tacoma Dome Station	(3,942,000)	savings transferred to Sounder Pierce County program reserve.
22	Technology Cost Shift 2003 to 2004	270,000	Budget transferred from 2003 to 2004 to match the timing of expenditures.
25	Document Management System	70,000	Budget added to purchase document management system.
	Total	15,361,365	

2) Fiscal year 2004 cashflow changes relative to Sounder Estimate at Completion (R2004-02)

Project	2004 Change
100 Everett-Seattle (Track & Facilities)	19,378,364
131 Shoreline Mitigation	(2,744,520)
201 Everett Multimodal Station	(5,516,604)
205 Mukilteo Station	(3,269,981)
207 Edmonds Station	(2,776,787)
601 Snohomish Project Reserve	(1,666,000)
130 Tacoma to Lakewood (Track & Facilities)	(12,052,115)
251 South 56th St. Station (Tacoma)	(853,366)
253 Lakewood Station	3,927,929
EAC Total 2004 Change	(5,573,080)

3) Updated Project Cashflows based on actual expenditures in 2003

Project cashflows within the Proposed 2004 Budget document include a forecast for 2003 expenditures. As part of developing the Adopted Budget document, the Proposed Budget document annual project cashflows are updated to reflect actual capital outlays for the preceding year. Normally, adjustments are made so as not to change the projected cashflow for fiscal year 2004 by project as shown in the Proposed Budget.

a) In certain limited instances, as a result of incorporating actual 2003 outlays, the fiscal year 2004 projected cashflow had to be adjusted from that shown in the Proposed Budget. In all such cases no changes were made to the total lifetime budget. The effect of this change is a decrease of \$4.5 million. The following projects' fiscal year 2004 projected cashflows were adjusted:

Project	Adopted 2004	Current 2004	Difference	Comments
111 - Lynnwood HOV Access/46th Ave W	\$ 10,917,210	\$ 7,517,297	\$ (3,399,913)	As construction progressed ahead of schedule, outlays anticipated in 2004 actually occurred in 2003.
311 - Lynnwood Transit Center/46th Ave W	3,971,450	1,749,166	(2,222,284)	
340 - Ashway TOD	-	100,000	100,000	Outlays anticipated at the end of 2003 will occur in early 2004.
243 - Puyallup Station	82,708	79,687	(3,021)	Project closeout activity anticipated in 2004, actually occurred in 2003.
237 - Kent Station	330,250	193,315	(136,935)	Project closeout activity anticipated in 2004, actually occurred in 2003.
140 - Layover	1,226,000	2,395,000	1,169,000	Work plan revised to accelerate schedule.
Total Changes			\$ (4,491,659)	

Note: Numbers may not add due to rounding.

b) Amendment 1 of Resolution R2003-19 authorized amendments for "non-material corrections and substitutions". Various Regional Express projects have been closed out in 2003 and prior years which contain outlays that were not included in the forecast which was part of the Proposed Budget. As a result, the total lifetime budget for those projects was from the Proposed Budget amount. At the same time, various projects have been closed out and have project savings which can be transferred to the Subarea Program Reserves.

The following table summarizes the impacts of closed out projects (dollars in thousands):

Project	Lifetime Budget as reported in Proposed Budget document	Actual Lifetime Budget	Net Transfer To/(From) Program Reserves	\$000s	Notes
Regional Express					
<i>Snohomish County:</i>					
314 - South Everett Transit Center	100	38	62		
340 - Ash Way Park-and-Ride	1,131	1,114	17		
342 - Swamp Creek HOV and Park-and-Ride	310	303	7		
345 - Lynnwood SR-99 Transit Lanes	2,549	2,546	4		
346 - East Everett Park-and-Ride	100	86	14		
370 - Pacific Ave. Overpass	16,776	16,794	(18)		ROW/Easement acquisitions were necessary to complete project
Total to Snohomish County Program Reserves			86		
<i>Pierce County:</i>					
358 - South Hill Park-and-Ride	5,551	5,626	(75)		ROW/Easement acquisitions were necessary to complete project
360 - DuPont Station	4,473	4,287	186		
362 - SR-512 Park-and-Ride Expansion	377	357	20		
Total to Pierce County Program Reserves			131		
Sounder					
<i>King County:</i>					

c) As a result of incorporating actual 2003 capital outlays, the following projects contain changes to the project cashflow in individual phases, with no change to either the total project fiscal year 2004 budget or the total project lifetime budget.

Sounder:

- Seattle – Auburn Track and Facilities
- Auburn – Tacoma Track and Facilities
- Tukwila Station
- Sumner Station

Regional Express:

- 125 -- Federal Way HOV Access/S 317th
- 141 - Kirkland Transit Enhancements
- 145 – Bellevue HOV Access
- 165 – I-90 @ Sunset Interchange
- 166 - SR-900 Arterial Park and Ride Improvements
- 322 - Bellevue Transit Center
- 332 – Overlake Transit Center
- 376 - Woodinville Arterial HOV
- 378 - Small Cities Transit Access
- 380 – Sammamish Park-and-Ride